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FM 7-40

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DEPARTMENT OF THE ARMY FIELD MANUAL

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INFANTRY REGIMENT

DEPARTMENT OF THE ARMY • JANUARY 1950

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REF ID: A66842

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FM 7-40

*This manual supersedes FM 7-40, 9 February 1942, including C 1,
11 July 1942, and C 2, 2 December 1942*

INFANTRY REGIMENT



DEPARTMENT OF THE ARMY • JANUARY 1950

United States Government Printing Office
Washington : 1960

REF ID: A66842

DEPARTMENT OF THE ARMY
WASHINGTON 25, D. C., *11 January 1950*

FM 7-40 is published for the information and guidance of all concerned.

[AG 300.7 (20 Sep 49)]

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DISTRIBUTION:

Tech Sv (2); Arm & Sv Bd (1); AFF (40); OS
Maj Comd (2); MDW (2); A (ZI) (20),
(Overseas) (5); CHQ (2); D (10) except 17
(2); B (2); R 7, 71 (10); Bn 7, 71 (5); C 7, 71
(1); USMA (50); Sch (10) except Inf Sch
(1500); PMS&T (1); SPECIAL DISTRI-
BUTION.

For explanation of distribution formula, see SR
310-90-1.

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This manual supersedes FM 7-40, 9 February 1942, including C 1, 11 July 1942, and C 2, 2 December 1942

CHAPTER 1

GENERAL

1. PURPOSE AND SCOPE. This manual is designed to assist the infantry regimental commander, his staff, and his unit leaders in preparing the regiment for and employing it in combat. It is designed also to assist the commanders of units which may support an infantry regiment and staff officers of higher headquarters whose duty may require recommendations on the employment of an infantry regiment. It covers the mission, organization, characteristics, and employment of the infantry regiment and those aspects of each which are peculiar to the airborne infantry regiment.

2. REFERENCES. For a list of references on subjects related to each chapter in this manual see appendix X.

3. CHARACTERISTICS OF THE REGIMENT. a. The *infantry regiment* is the largest maneuver element of the infantry division. Its movements and tactical actions are coordinated with those of other division units. Its mission is assigned by the division commander. To accomplish its mission the infantry regiment engages and destroys the enemy in close combat during the assault or holds its position during the

defense. The infantry regiment is equipped, organized, and trained to use weapons of close combat to support its assault weapons with heavier fires, and to provide limited administrative support for its units. With appropriate attachments the regiment may be assigned an independent mission as a task force. (For details of task force organization and operation, see ch. 6.) With the exception of tanks, the tank recovery vehicle, and the utility armored vehicle, the infantry regiment is completely air transportable.

b. The *airborne infantry regiment* is a part of the airborne infantry division, but it may be used alone. It is trained and equipped to enter combat by parachute or glider or both. Except for its lack of tanks, it is similar in organization to the infantry regiment. When reinforced with supporting weapons, arms, and services, the airborne infantry regiment operates in the same manner as the infantry regiment. (For organization and tactical employment, see ch. 9.)

4. COMPOSITION. a. The *infantry regiment* consists of the headquarters and headquarters company, service company, medical company, tank company, heavy mortar company, and three infantry battalions (see fig. 1).

b. The *airborne infantry regiment* consists of the headquarters and headquarters company, service company, medical company, support company, and three airborne infantry battalions (see fig. 11).

c. The details of organization, the allotment of weapons, and the distribution of the major items of equipment and transportation are shown in the current tables of organization and equipment.

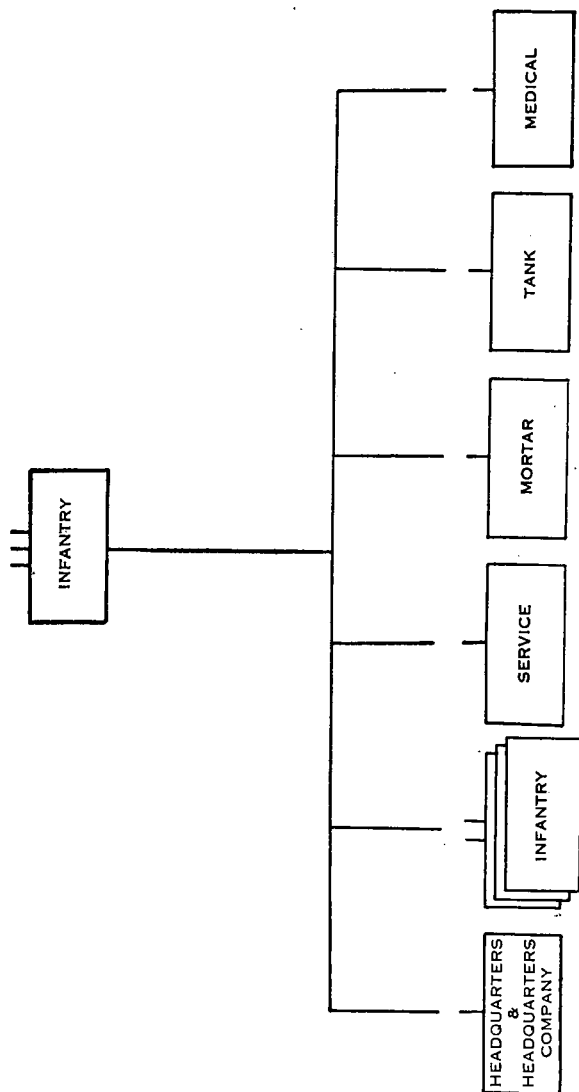


Figure 1. Infantry regiment.

5. SUPPORT AND REINFORCEMENTS. **a.** Without support or reinforcements from other arms and services, the regiment is capable of only limited independent action. Unless the regiment is operating independently, elements of other arms and services are used in its support rather than as attachments. The regimental commander coordinates the actions of supporting elements with those of his own units.

b. A light artillery battalion of the division artillery normally is placed in direct support of an infantry regiment. The fires of this battalion may be reinforced by the fires of the medium battalion or other light battalions of the division artillery. Corps medium and heavy artillery and rocket units may furnish additional support.

c. Other division units which may support the infantry regiment are the tank battalion, the anti-aircraft artillery battalion, the engineer battalion, the medical battalion, the reconnaissance company, the signal company, the ordnance company, the quartermaster company, and the military police company.

d. In special situations, support or reinforcements from corps or army may be made available to the regiment. Close support from tactical air force units and from naval units is provided when the tactical situation requires.

6. THE COMBAT TEAM. **a.** A *combat team* within the infantry division is a grouping of units under a single commander. It usually consists of an infantry regiment and one or more attached arms or service elements specified by division standing operating

procedure. The combat team is commanded by the regimental commander and normally is composed of an infantry regiment, a light artillery battalion, an antiaircraft artillery battery, and a company of combat engineers. In some situations a combat team may need other attachments, such as an ambulance platoon and a clearing platoon from the medical battalion, a signal detachment from the signal company, and additional tank and field artillery units. When an infantry regiment is given special attachments to enable it to perform a specific mission it may be designated as a *task force*.

b. Suitable occasions for the employment of combat teams are tactical movements and developments in situations where the dispersion of the infantry division or communication difficulties make effective centralized control impractical. Examples of such a situation are a division moving in pursuit or to contact in parallel columns, or a division executing an amphibious operation on a hostile shore. Normally the combat team formation is not suitable for administrative moves since such moves can be made more efficiently with each major headquarters directly controlling its unit. Combat situations for which the combat team is a suitable formation are infrequent, and when that formation is used it is terminated as soon as centralized division control is practicable.

CHAPTER 2

REGIMENTAL COMMANDER

7. GENERAL. **a.** The regimental commander controls the regiment and is responsible for its operations. He meets his responsibilities by planning, by timely decisions and orders, and by personal supervision. His professional knowledge includes a thorough understanding of the combat and service elements in the regiment, their tactical and technical employment, their capabilities, and their limitations. He understands the use, capabilities, and limitations of other arms and services that may be associated with the regiment in combat.

b. The regimental commander inspires confidence in his subordinates by sound, decisive action, and by demonstrating his ability to overcome obstacles. By aggressive action, the regimental commander favorably influences the performance of individuals and elements in his command.

c. The regimental commander maintains his unit at a high state of training, discipline, and combat efficiency, and requires high standards of administration. He promotes esprit de corps within the regiment and cooperative action among its various parts. He encourages initiative, ingenuity, and aggressiveness throughout all echelons of the regiment. Having given his directives, he allows his staff and unit commanders maximum freedom of action to foster self-reliance and initiative. He prescribes brief standing operating procedures covering the

normal action to be taken in matters that lend themselves to routine handling.

8. EXERCISE OF COMMAND. a. The regimental commander exercises command through his battalion and special units commanders. He prescribes policies, missions, and standards for the regiment. By personal visits to his units and by formal or informal inspections he insures that his policies, missions, and standards are executed or attained properly.

b. By virtue of his position the regimental commander is responsible for the combat effectiveness of his unit and the personal well-being of the individuals in his command. Combat effectiveness is developed by producing sound plans and orders; by achieving adequate supervision of the execution of orders and training; by fostering esprit de corps and a high state of morale; by making effective use of available personnel and supplies; by keeping personnel in good physical condition; and by achieving a high quality of leadership. Personal well-being of individuals is developed by fostering good mental attitudes; by considering and aiding their physical comfort; by promoting confidence in and respect for their leaders; by fostering a high state of morale; by giving them the opportunity to acquire a sense of accomplishment; and by promoting a sense of security. The regimental commander by his personal actions and by directing and supervising his staff insures that a continuous and effective effort is made to attain the highest possible standard in these matters. The regimental commander alone is responsible for what his regiment does or fails to do.

9. RELATIONS WITH STAFF. **a.** The regimental commander employs his staff to acquire information for him; to prepare detailed plans for implementing his decisions; to coordinate plans and operations in conformity with his decisions; and otherwise to relieve him of details so that he may have maximum freedom of action for visiting his units, to personally supervise their activities and to obtain personal knowledge of their problems.

b. The commander maintains a close personal relationship with his staff officers, encourages their expression of ideas, and keeps them fully informed of his policies. He insures that a feeling of mutual respect and confidence exists between staff and troops, that the staff is capable, and that the staff understands its responsibilities to him and to the troops.

10. RELATIONS WITH UNIT COMMANDERS AND TROOPS. **a.** The relationship of the regimental commander with his unit commanders is direct and personal. He encourages them to deal directly with him whenever they desire to do so. The commander habitually visits his unit commanders and troops. He makes inspections and informal visits during which he talks to individuals and groups—as well as to commanders. These visits promote confidence, respect, loyalty, and understanding. They give the commander first hand knowledge of the tactical situation and of unit morale and capabilities.

b. Attached units are subject to the decisions and orders of the regimental commander. The attached unit commander is an adviser to the regimental commander on matters affecting the employment of the

attached unit. The regimental commander's relations with attached units are the same as his relations with organic units.

11. RELATIONS WITH COMMANDERS OF SUPPORTING UNITS.

a. The regimental commander keeps commanders of supporting units informed of the situation and of the support he wishes to obtain. When a unit of another arm or service supports the regiment but is not attached, the regimental commander may request, but cannot order, the desired assistance. However, the commander of the supporting unit must regard a request as an order unless it conflicts with orders of his commander.

b. The commander of the supporting unit makes every effort to render the desired support. He advises the regimental commander on the capabilities and limitations of the supporting unit and he recommends ways and means by which it may be employed best to serve the needs of the supported infantry.

c. The regimental commander checks to see that there is adequate communication and liaison between his regiment and units operating with or supporting the regiment. Supporting units are kept informed of the movements and plans of the regiment, and the locations of its forward elements and command posts. Supporting commanders frequently accompany the regimental commander on reconnaissance.

12. CONDUCT IN COMBAT.

a. The regimental commander uses all the means at his command to accomplish his mission. His plans, orders, and supervision are directed at insuring that every individual and piece of equipment are contributing effectively

toward that end. When units, weapons, or equipment not ordinarily available to him would facilitate the efficient accomplishment of the regiment's missions, the regimental commander takes action to obtain them. In the meanwhile, he uses to the maximum his own means to get the job done. He coordinates the efforts of his command with the efforts of flanking and supporting units.

b. The regimental commander places himself where he can best direct and control the regiment as a whole. Generally, the regimental commander should not remain at his command post because it usually is impossible for him to make sound decisions based solely upon reports. He may be with an attacking battalion, at an observation post, with commanders and their troops, or elsewhere in the regimental zone of action where his presence is required. Before he leaves the command post, he orients his staff as to plans to be made or action to be taken in anticipation of situation changes. He informs the staff of his itinerary. When he is away from his command post he keeps in contact with it by radio, telephone, or other means of communication. If he issues orders while away from his command post, or if he requires information affecting the general situation, he informs his staff and commanders at the first opportunity.

CHAPTER 3

REGIMENTAL HEADQUARTERS AND STAFF

Section I. ORGANIZATION AND PROCEDURES

13. ORGANIZATION. **a.** According to their functions, the staff officers in the regiment are grouped into unit and special staff groups. The unit staff consists of the regimental executive officer, the adjutant (S-1), the intelligence officer (S-2), the operations and training officer (S-3), and the supply officer (S-4). Each unit staff officer supervises and coordinates those activities which fall within his assigned functions. The *special* staff consists of officers trained in the employment of organic or attached specialists groups. The special staff officer may be unit commanders. They generally function as assistants to the commander and as technical advisers to the commander and other staff officers.

b. In the field the regimental headquarters normally is divided into a forward and rear echelon. The forward echelon, called the *command post*, controls the tactical operations; the rear echelon controls the administrative operations.

14. STAFF FUNCTIONING. **a.** The staff assists the commander in his exercise of command. This includes furnishing information, preparing estimates, recommendations and plans. The staff translates the commander's decisions into plans and orders, and then transmits these orders to subordinate units. The staff supervises and coordinates the execution of orders while at the same time making a continuous

estimate of the situation and preparing plans for future operations.

b. The staff officer transmits orders to unit commanders in the name of the regimental commander. In emergency situations, the staff officer may issue orders in the commander's name based on known policies of the commander. When this is done, he immediately informs his commander of the action taken.

c. The staff cultivates friendly relationships with battalion, company, and attached unit commanders. These commanders are consulted frequently to determine their needs, capabilities, and problems, and to determine how the staff can be of assistance.

d. Staff officers make frequent visits to units to learn at first hand matters of concern to the regimental commander, and to establish mutual confidence between the staff and unit commanders and their staffs. Staff officers avoid harassing unit commanders or troops, and recognize and use the proper command channels and relationships. As the first and last step of each visit, staff officers personally contact the commanders. When conditions are observed which are known to be at variance with announced policies, they are called to the attention of the commander. Following each staff visit, simple factual reports are submitted to the regimental commander.

e. The staff officer organizes and trains his assistants to function during his absence. This enables him to make reconnaissance and to visit troops. Sometimes one of the other staff officers acts for him during his absence. Before the staff officer leaves the command post, he acquaints himself with the

tactical situation. Before leaving, he announces his destination and probable hour of return, and he determines what he can do on the trip to help the other staff officers or unit commanders. On his visits he acquaints the unit commanders with the general situation, and learns all he can of their particular situation, information of the enemy, and any other information of value to the regiment.

15. COORDINATION AND COOPERATION. **a.** Teamwork is essential within and between staffs, and between the staffs and the troops. Teamwork is gained by coordination between the staff sections themselves, and by coordination with the staffs of division, adjacent and supporting units, and regimental units. The staff achieves coordination and cooperation by conferences and by individual personal contacts.

b. Staff sections promptly disseminate information, decisions, and orders. On matters requiring coordination with the division, each regimental staff officer confers with his counterpart on the division staff.

16. ENLISTED PERSONNEL. Enlisted personnel for duty with regimental headquarters are provided by the regimental headquarters company and service company. (See FM 7-25 and current T/O & E.)

Section II. THE UNIT STAFF

17. GENERAL. The unit staff consists of staff officers and their enlisted assistants. The staff members work in close coordination with each other, and they assist the regimental commander in controlling the operations of the regiment as a whole (see par. 13).

18. EMPLOYMENT. The regimental commander uses his unit staff to provide him with information; to make a continuous study of the tactical and administrative situation, including that of the enemy; to make reconnaissances, recommendations, and plans for future operations; to prepare and issue orders; and to aid in the supervision of these orders. Unit staff sections exchange information and plans among themselves. They also assist the commander in coordinating the activities of the special staff and the operations of the regiment.

19. DESIGNATION BY TITLE. The unit staff of the regiment is similar in organization to the division general staff and performs similar duties. It is organized as follows:

Executive Officer—staff coordinator.

S-1—personnel and adjutant.

S-2—intelligence.

S-3—organization, training, plans, and operations.

S-4—supply, maintenance, transportation, and evacuation.

20. FLEXIBILITY IN COMBAT. a. Although the regimental unit staff is organized into four functional sections, there is some overlapping of duties; therefore, the sections coordinate their work and promptly exchange information. In addition, a unit staff officer may be required to assist, or to take over temporarily, one or more other staff sections.

b. The unit staff is organized to function continuously on a 24-hour basis throughout an operation. To do this, each staff officer must be familiar with

the duties of the other staff officers. Normally, during busy periods staff officers are engaged with work pertaining to their own sections. During quiet periods staff duties can be combined on a shift basis.

21. EXECUTIVE OFFICER. **a.** The *executive officer* is the principal assistant and adviser to the regimental commander. He coordinates and supervises for the commander the many details of operations and administration, thus enabling the commander to devote himself to command functions. The executive officer's primary duty is to direct and coordinate the regimental staff. He formulates and announces the regimental staff procedures. He sees that instructions issued by the staff sections are in accord with the policies and plans of the commander. He sees that required reports and information are sent out at the proper time, that plans are being prepared for future contingencies, and that the staff is organized and working as a team.

b. The executive officer, at all times, keeps himself informed of the status of the regiment and its capabilities. When the commander is away from the headquarters, the executive directs the action according to the commander's policies. He is prepared to assume command at any time, should his commander become a casualty.

22. ADJUTANT (S-1). **a.** The *adjutant* is responsible for the work of the S-1 section. The section is divided into the adjutant's group, the personnel officer's group, and the athletic and recreation officer's group. The adjutant's group consists of the adjutant, the assistant adjutant, the regimental ser-

geant major, and designated clerks of the regimental headquarters section of the headquarters company. For composition of the personnel officer's group and details concerning his duties, see paragraph 35.

b. Generally, the adjutant has duties similar to those outlined in FM 101-5 for the adjutant general and for the G-1 of division and higher units. The adjutant is responsible for the staff supervision of those duties charged to the military personnel officer, and those charged to the athletic and recreation officer. In the field, the personnel officer and his group normally are in the division rear echelon (administrative center), or they may be in the regimental field train bivouac. Within the regimental command post are the adjutant, assistant adjutant, regimental sergeant major, and designated assistants.

c. The adjutant also may perform functions similar to those performed on a general staff by the secretary of the general staff and the commander's personal staff, and may perform the personnel functions of those special staff officers who are not present in a regimental staff, such as the inspector general, judge advocate, provost marshal, public information officer, and special service officer.

d. The adjutant's duties include the following administrative functions:

- (1) He maintains the unit journal and other records which are not assigned specifically to another staff section.
- (2) He authenticates orders and instructions except those pertaining to combat.
- (3) He processes official correspondence.

e. As S-1 the adjutant's duties include the following:

- (1) He prepares strength records and reports.
- (2) He secures replacements and arranges for their reception and processing (coordinated with the S-3 and the S-4).
- (3) He maintains absence without leave statistics, returns stragglers to their units (see par. 33), and supervises the processing of courts-martial cases.
- (4) He supervises the collection and evacuation of prisoners of war, and he maintains prisoner of war reports (coordinated with the S-2 and the S-4).
- (5) He supervises graves registration functions (coordinates with the S-4, the surgeon, and the chaplain).
- (6) He is responsible for the supervision of morale activities in the regiment. This includes handling such matters as recreation, decorations, citations, awards, honors, leaves, and passes. The S-1 coordinates with the chaplain and the surgeon on religious, welfare, and health matters. He supervises mail clerks and arranges for mail distribution and collection.
- (7) He supervises the control of civilians, displaced persons, and refugees (coordinated with the S-2, the S-3, and the S-4). When a civil affairs or military government detachment is with the regiment, it normally functions under the supervision of the S-1.
- (8) He makes administrative recommendations

concerning transfers, assignments, reassignments, promotions, demotions, classification, and reclassification of personnel.

- (9) He allocates space and areas for camps, bivouacs, and other quarters of the regiment (coordinated with the S-3 and the S-4). He supervises the quartering parties and quartering arrangements in camp or bivouac. In this duty he is assisted by the headquarters commandant (see par. 33).
- (10) He secures and administers indigenous labor. He provides quarters and other facilities necessary for Department of the Army civilians serving with, or attached to the regiment (coordinated with the S-2, the S-4, and if available, the civil affairs detachment officer).
- (11) He prepares data for the unit report.
- (12) He prepares estimates and plans covering personnel activities for current and future operations.
- (13) He prepares the personnel portion of paragraph four (administrative paragraph) of the regimental operation order.
- (14) He supervises movement of the command post, and arranges the interior of the command post. This includes the allocation of space to the commander and staff sections. (In this duty he is assisted by the headquarters commandant.)

23. INTELLIGENCE OFFICER (S-2). a. The *intelligence officer* (S-2) keeps the command informed of the enemy situation, the enemy capabilities, their

relative probability of adoption, and their effect upon the accomplishment of the mission of the command. He collects and disseminates information and intelligence concerning the enemy, terrain, and weather. He assists the commander in the formulation and supervision of counterintelligence measures. (For the doctrines of combat intelligence, see FM 100-5; for the general and special considerations of combat intelligence, see FM 30-5.)

b. The S-2 has the following specific duties:

- (1) He supervises and coordinates the training of the regimental intelligence personnel. (In coordination with S-3.)
- (2) He supervises the intelligence and counterintelligence training of all personnel in the regiment. (In coordination with S-3.)
- (3) He plans for the use of the regimental information collecting agencies and prepares orders for these agencies. (Issued through or in coordination with the S-3.)
- (4) He records and collates enemy information. He maintains the S-2 work sheet, and posts enemy information on the situation map.
- (5) He evaluates and interprets information, and he disseminates intelligence to his commander, interested staff officers, division, adjacent units, and regimental units.
- (6) He plans and recommends reconnaissance missions to his commander (coordinated with S-3).
- (7) He determines the requirements for maps, aerial photographs, and photomaps. He secures these items and supervises their distribution.

- (8) He supervises the location and operation of regimental observation posts—coordinating all observation activities within the regiment.
- (9) He supervises the counterintelligence measures within the regiment.
- (10) He prepares that portion of the operation order and unit report concerning enemy forces.
- (11) He coordinates all matters pertaining to intelligence and counterintelligence.

24. OPERATIONS AND TRAINING OFFICER (S-3). a.

The *operations and training officer* (S-3) is charged with staff responsibility for matters pertaining to organization, training, and combat operations of the regiment. He is assisted by the information and education officer (see par. 34), liaison officers (see pars. 43 and 44), the operations sergeant, and clerical personnel. He is concerned primarily with the actions of regimental units—both organic and attached.

b. The S-3 has the following specific duties which pertain to organization:

- (1) He makes a continuous study of the units' organization, and prepares recommended changes to T/O&E's.
- (2) He makes recommendations concerning assignment and attachment of units (coordinated with the S-1 and the S-4). These recommendations are based upon an organization which facilitates the accomplishment of the mission. They include organization for movement, for training, and for combat.

- (3) He recommends the number of personnel and the amounts and types of equipment needed to accomplish assigned tasks (coordinated with the S-1 and the S-4).

c. The S-3 has the following specific duties which pertain to training:

- (1) He plans and prepares training directives, programs, orders, field exercises, and maneuvers.
- (2) He selects and allocates training areas, ranges, training aids, and facilities (coordinated with the S-4).
- (3) He organizes and supervises officer and specialist schools within the regiment.
- (4) He supervises the regimental information and education program.
- (5) He makes training inspections, and prepares and supervises the execution of training tests.
- (6) He prepares and analyzes training records and reports.

d. The S-3 has the following specific duties which pertain to combat operations:

- (1) He provides information and makes recommendations for the tactical employment of the regiment. He bases these recommendations on—the mission; the enemy situation; instructions from higher commanders; the actions of adjacent or supporting units; the location, morale, and capabilities of his own troops; casualties and replacements; terrain and weather; and the logistical situation.

- (2) He maintains up-to-date information of the situation to keep the command informed and to facilitate the submission of reports to other headquarters. This includes the timely posting of appropriate information on the situation map and maintaining the S-3 work sheet.
- (3) He makes recommendations for the general location of the assembly areas.
- (4) He coordinates all reconnaissance measures within the regiment, (this includes intelligence missions where combat troops of the regiment are involved) and plans for security measures. Security is provided on marches and halts, in bivouac or assembly areas, and during combat.
- (5) He coordinates all troop movements. This includes units, formation, and the amount and type of transportation required. After the plan of movement is approved, he prepares the march order (in coordination with S-4).
- (6) He controls liaison personnel by recommending their disposition and instructing them as to their duties.
- (7) He supervises the preparation of the communication plan. He gives adequate and timely information of the operation plans to the communication officer.
- (8) He recommends general locations for the unit command posts to facilitate control of the units.

- (9) He prepares operation orders for the commander's approval. This includes material gained from other staff officers (S-1, S-2, S-4, communication officer). After it is approved, he authenticates, publishes, and distributes the order. He assists in the supervision of its execution.
- (10) He prepares tentative plans for future operations.

25. SUPPLY OFFICER (S-4). **a.** The *supply officer* (S-4) plans, coordinates, and supervises the operation of supply, evacuation, transportation, maintenance and similar services within the regiment. He is responsible to the regimental commander that these services adequately support the tactical plan of the regiment, and that they function in accordance with the orders of higher commanders. He closely follows the tactical situation. He keeps in close touch with other staff officers of the regiment, commanders or representatives of regimental and attached units, the division G-4, and the division special staff.

b. The principal operating personnel which the S-4 coordinates and supervises to accomplish his mission are—

- (1) The *service company commander*, in procuring and distributing all supplies except class V and medical supplies. This officer commands the regimental field train bivouac and operates from it. He is kept informed fully of supply plans and uses the personnel of the service company in the execution of these plans. For further details con-

cerning the service company commander, see FM 7-30.

- (2) The *munitions officer* in all matters pertaining to class V supply (see par. 38).
 - (3) The *motor transport officer* in the supervision of vehicle maintenance and the control of transportation (see par. 37).
 - (4) The *warrant officer, assistant supply officer*, in functions assigned to him by the S-4.
 - (5) The *supply office group of the service company* in operating the regimental supply office and performing duties assigned to them by the S-4.
 - (6) The *surgeon* concerning medical supply, evacuation of personnel, location of the collecting station, and sanitation (see par. 40).
- c. The S-4 has the following specific duties:
- (1) He procures, stores, and distributes all supplies except medical supplies for the medical company.
 - (2) He recommends the location of supply, medical, and maintenance installations.
 - (3) He supervises the maintenance of equipment.
 - (4) He supervises the collection and disposition of salvage and of captured matériel (coordinates with the S-2 on examination of matériel).
 - (5) He supervises the evacuation of personnel (coordinates with the S-1, the S-2, and the surgeon).
 - (6) He supervises traffic control (coordinates with the S-3).

- (7) He supervises the administration of sanitary measures (coordinates with the surgeon).
- (8) He provides for the security of supply service and evacuation installations (coordinates with the S-3).
- (9) He prepares administrative orders or paragraph 4 of operation orders (see pars. 53-58).
- (10) He supervises the organization and maintenance of accurate supply records of all regimental units.
- (11) He plans, provides for, and supervises the transportation of supplies.

Section III. THE SPECIAL STAFF

26. GENERAL. The special staff consists of staff officers and commanders of special units, whose functions performed in close coordination with the unit staff, are intended to assist the regimental commander in the employment of special units and in the coordination of special activities within the regiment (see par. 13). The regimental special staff consists of the following: the athletic and recreation officer, the communication officer, the counterfire officer, the food service supervisor, the gas officer, the graves registration officer, the headquarters commandant, the information and education officer, the military personnel officer, the mortar officer, the motor transport officer, the munitions officer, the chaplain, the surgeon, the tank officer, and the commanders of attached or supporting units.

27. ATHLETIC AND RECREATION OFFICER. a. The *athletic and recreation officer* is an assistant to the S-1. He controls the athletic and recreation group, which includes entertainment and physical conditioning specialists. He supervises welfare and recreational activities within the regiment. During combat he and his group may be used by the S-1 for other duties.

b. The athletic and recreation officer has the following specific duties:

- (1) He organizes and supervises the athletic, recreational, and entertainment programs of the regiment, including the procurement of areas, materials, equipment, and services.
- (2) He recommends improvements for company recreational facilities.
- (3) He procures and distributes supplies from the Army Exchange Service in the field.

28. COMMUNICATION OFFICER. a. The *communication officer* supervises and coordinates the training and activities of communication units throughout the regiment. (For a detailed discussion of the employment of the regimental communication platoon, see FM 7-25.)

b. As a special staff officer, the communication officer has the following specific duties:

- (1) He advises the commander and staff on signal communication matters. These include the establishment of communications within the regiment and between the regiment and higher, adjacent, supporting, cooperating, and attached units.

- (2) He recommends, based on communication considerations, locations for the command post.
- (3) He supervises the care, maintenance, and replacement of communication equipment throughout the regiment; furnishes technical advice to the S-4 on the supply of communication equipment; and recommends the procurement of special communication equipment whenever needed.
- (4) He assists the S-3 in preparing training directives and programs for signal communication personnel throughout the regiment; supervises this training; and recommends the procuring and replacing of communication personnel (coordinated with the S-1).
- (5) He recommends the contents of paragraph 5 of operation orders.
- (6) He prepares for approval (or secures from higher headquarters) standing signal instructions (SSI), signal operation instructions (SOI), and standing operating procedures (SOP) relative to communication. He distributes such directives, and checks to see that they are understood.
- (7) He recommends and supervises the employment of communication security measures, including the use of codes and authentication systems.

29. COUNTERFIRE OFFICER. The *counterfire officer* is the platoon leader of the counterfire platoon. He is responsible to the regimental commander for the plans and coordination of counterfire training and

operations in the regiment. He prepares and maintains the counterfire chart and the counterfire information form. His operational activities require close coordination with the S-2 and S-3. (For specific duties, see FM 7-25.)

30. FOOD SERVICE SUPERVISOR. *a.* The *food service supervisor* is the principal assistant to the regimental commander on matters pertaining to the preparation and serving of food. He commands the food service group of service company. His activities are supervised by the S-4.

b. The food service supervisor has the following specific duties:

- (1) He develops measures for the improvement of food service, food consumption, and the elimination of food waste.
- (2) He studies food qualities and quantities, mess operation, food preference, and related matters.
- (3) He inspects to insure that mess operation instructions are being followed.
- (4) He supervises the training of food service personnel (coordinated with the S-3 and the S-4).

31. GAS OFFICER. *a.* The *gas officer* is the headquarters company executive officer. He advises the regimental commander and staff on all matters pertaining to the use of, and defense against, chemical agents and weapons. Normally, his operational activities are supervised and coordinated by the S-3.

b. The gas officer has the following specific duties:

- (1) He supervises gas defense training (coordinated with the S-3).
- (2) He makes recommendations concerning the supply of chemical items and equipment for offensive and defensive action.
- (3) He supervises the installation and maintenance of gas defense measures.
- (4) He supervises the use of decontaminating agents.
- (5) He supervises the gas reconnaissance of routes and areas before their use by troops.
- (6) He makes recommendations for the employment of chemical agents and equipment.
- (7) He works with the S-2 securing enemy information on types, characteristics, and methods of employment of chemical agents and equipment.

32. GRAVES REGISTRATION OFFICER. **a.** The *graves registration officer* uses the service company graves registration section to accomplish all burial and graves registration functions which may be assigned to the regiment. In the accomplishment of these functions he works closely with the S-1 and the S-4.

b. The graves registration officer has the following specific duties:

- (1) He supervises the battlefield search for and collection of the dead.
- (2) He assists in the identification of the dead.
- (3) He establishes and operates the graves registration collecting point, and supervises the evacuation of the dead to the division collecting point.

- (4) He maintains complete and accurate records of all dead.
- (5) He collects and processes the personal effects of the dead.

c. Unusual combat conditions may require the accomplishment of all functions of burial and graves registration within the regimental area. The graves registration officer is prepared to supervise the execution of all these functions.

33. HEADQUARTERS COMMANDANT. a. The *headquarters commandant* is also the company commander of the regimental headquarters company. He performs his duties with the assistance of company headquarters personnel.

b. The headquarters commandant has the following specific duties:

- (1) For regimental marches, he marks routes, and supervises the activities of the guides and the advanced details.
- (2) He supervises the physical movement of the command post and furnishes the necessary men and transportation from company headquarters.
- (3) He supervises the messing and quartering of command post personnel.
- (4) He provides for the security of the command post (coordinated with S-3 and security platoon leader).
- (5) He provides for the concealment of the command post from ground and air observation.

- (6) He enforces traffic control regulations within the regimental headquarters and headquarters company areas.
- (7) He supervises the custody and evacuation of prisoners of war and the selection of the regimental prisoner of war collecting point (coordinated with the S-1 and S-2).
- (8) He supervises the custody and return of stragglers to organizations.
- (9) He acts as quartermaster officer under the supervision of the S-1. These duties include—
 - (a) Deciding the composition of quartermaster parties, their time and place of reporting, rations and equipment to be taken, and the arrangements for occupying selected sites.
 - (b) Assigning areas to units under general instructions prepared by the S-3.

34. INFORMATION AND EDUCATION OFFICER. a.

The *information and education officer* is an assistant to the S-3. He and his enlisted assistants comprise the information and education group of the regiment. Where the situation requires, the information and education officer may assist the S-3 in other staff work. For duties and details of organization of the information and education group, see TM 28-210.

b. The information and education officer has the following specific duties:

- (1) He develops and conducts the information and education training program, to include the conduct of classes for officers and enlisted men, the establishment and maintenance

nance of a reference library on subjects of current interest, and the distribution of material connected with the troop information and education program.

- (2) He supervises and coordinates the publication of unit newspapers, news bulletins, and other authorized troop information and education periodicals.
- (3) He arranges off-duty education programs, including the enrollment of personnel in the United States Armed Forces Institute.

35. MILITARY PERSONNEL OFFICER. *a.* The *military personnel officer* heads the personnel group of the S-1 section. This group includes the regimental personnel sergeant and designated clerks from the personnel section of the service company. It maintains the company and regimental records, reports, rosters, returns, files, and correspondence prescribed by AR 345-5. The military personnel officer is designated as assistant adjutant. In the field, his group is separated from the regimental headquarters and may be located at the rear echelon of division headquarters or in the regimental field train bivouac.

b. The military personnel officer is charged with the preparation, maintenance, and safe keeping of all records, documents, correspondence, and statistics of a personnel and administrative nature that are not required to be kept at the command posts of the companies, battalions, or the regiment (see AR 345-5). His specific duties are as follows:

- (1) He administers all company personnel records of which he is custodian. (These do

not include basic company records retained by company commanders.)

- (2) He acts as custodian of company funds when the companies go into combat or when, in the opinion of the regimental commander, funds might be lost because of casualties. He receipts for the funds, and for all papers pertaining to them. (He has no authority to make disbursements, and returns the funds to the permanent custodians when the situation permits.)
- (3) He furnishes the disbursing officer with military pay orders as required.
- (4) He assists unit commanders and relieves them so far as possible of the preparation of rosters and lists required by higher headquarters.
- (5) Based on records maintained under his supervision he advises and assists unit commanders in the assignment and classification of personnel.
- (6) He trains personnel to replace clerks operating with the regimental staff.

36. MORTAR OFFICER. The *mortar officer* is the company commander of the heavy mortar company. He advises the regimental commander and staff on the use of the heavy mortar company. He keeps close contact with supporting artillery for coordination of defensive and offensive fires and with the regimental counterfire platoon for counterfire targets. Normally, his operational activities are coordinated and supervised by the S-3. (For the

employment of the heavy mortar company, see FM 7-37.)

37. MOTOR TRANSPORT OFFICER. *a.* The *motor transport officer* is the principal assistant to the regimental commander concerning automotive maintenance and the control of transportation. He commands the service platoon of service company, makes part of his platoon available to procure and deliver supplies, and uses part of it to perform organizational maintenance on regimental vehicles. He is supervised by the S-4. For details of regimental vehicle maintenance, see FM 7-30.

b. The motor transport officer has the following specific duties:

- (1) He controls motor transportation operating under regimental control and not assigned to other officers of the regimental echelon.
- (2) He supervises vehicle maintenance.
- (3) He assists the service company commander in the establishment, security, and operation of the regimental field train bivouac.
- (4) He makes recommendations concerning the control and use of regimental transportation.

38. MUNITIONS OFFICER. *a.* The *munitions officer* is the principal assistant to the regimental commander in matters pertaining to class V supply. He commands the munitions group of service company and employs it for the supply of class V material. He is supervised by the S-4. For details concerning class V supply, see FM 7-30.

b. The munitions officer has the following specific duties:

- (1) He selects, establishes, and operates the regimental ammunition supply point.
- (2) He commands those elements of the regimental ammunition train which are under regimental control.
- (3) He prepares the required ammunition records and requests.
- (4) He makes recommendations concerning class V supply.

39. REGIMENTAL CHAPLAIN. **a.** The *regimental chaplain* usually is the senior of the three chaplains assigned to the regiment. He is charged with the spiritual and moral welfare of the command.

b. The regimental chaplain has the following specific duties (see AR 60-5 and TM 16-205):

- (1) He supervises the spiritual welfare of the command.
- (2) He conducts religious services and ceremonies.
- (3) He administers the spiritual needs of the sick and wounded.
- (4) He corresponds with the relatives of deceased personnel.
- (5) He coordinates the religious work of any welfare society that may operate with the command.
- (6) He supervises and coordinates the training and work of the other chaplains within the command.
- (7) He acts as custodian of any funds authorized for religious activities.

40. SURGEON. a. The *surgeon* supervises the medical service of the regiment and commands the medical company. He advises and assists the regimental commander and staff on all matters pertaining to the health and sanitation of the command. (For details concerning the operation of the medical company, see FM's 7-30 and 8-10. For military sanitation, see FM 21-10. For first aid, see FM 21-11. For records of the sick and wounded, see AR 40-1025. For medical reference data, see FM 8-55.)

b. The surgeon has the following specific duties:

- (1) He supervises the instruction of the regiment in personal hygiene, military sanitation, and first-aid.
- (2) He makes medical and sanitary inspections.
- (3) He establishes and operates the collecting station, and supervises the operation of battalion aid stations.
- (4) He is responsible for the procurement of medical supplies required for the medical service of the regiment.
- (5) He prepares the medical plan, including recommendations for the location of the collecting station, the medical company headquarters, and the disposition of medical troops.
- (6) He maintains contact with the division medical battalion, keeping its commander informed of the evacuation requirements of the regiment, the location and probable displacement of the collecting station, and other information which will facilitate evacuation from the collecting station. He

coordinates with the division surgeon in planning for special operations.

- (7) He prepares the medical and sanitary records and reports pertaining to the medical service.

41. TANK OFFICER. The *tank officer* is also the tank company commander. He advises the regimental commander and staff on the use of the tank company. He is the regimental antitank officer. He coordinates with the S-2 and the antitank mine platoon leader for all antitank defense measures. His operational activities are coordinated and supervised by the S-3. (For employment of the regimental tank company, see FM 7-35.)

42. COMMANDERS OF ATTACHED OR SUPPORTING UNITS. *a. Commanders of attached or supporting units*, or their liaison representatives, advise the regimental commander and staff on the use of their units.

b. Commanders of attached or supporting units have the following specific duties:

- (1) They submit plans and recommendations for the employment of their unit based on the regimental mission.
- (2) They coordinate their activities with regimental agencies and with those of larger, adjacent, and smaller units.

Section IV. LIAISON OFFICERS

43. GENERAL. Liaison officers, as representatives of their commanders, promote cooperation and coordination between the units concerned. They do

this by securing and disseminating to their parent unit information received from the visited unit, and by providing information of their own unit to the visited unit.

44. DUTIES. **a.** Before departing from their own headquarters, liaison officers familiarize themselves with the situation and mission of their own unit, adjacent units, and the unit to be visited. They arrange for adequate signal communication and transportation, and they secure proper credentials if needed. Upon arrival at the visited headquarters, liaison officers report promptly to the commander or his representative, state their mission, and show their directives or credentials. They become familiar with the situation of the visited unit, obtain information pertinent to the mission, and arrange for the transmission of messages.

b. Liaison officers promote cooperation and carry out their mission without interfering with the operation of the visited headquarters. They keep informed of the situation of their own unit, and report changes to the visited unit. They obtain information of the visited unit and report it to their own commander. Upon completion of their mission, they report their departure to the visited unit commander. Upon returning to their own units, they promptly report to their own commander.

45. ARTILLERY LIAISON OFFICER. **a.** An artillery unit in direct support of an infantry regiment sends a liaison officer to the supported regimental headquarters. This liaison officer reports to the regimental commander as soon as the artillery battalion

is given the mission of direct support. When the regiment is in reserve, the artillery battalion which normally supports it may be given another mission; however, the artillery liaison officer may remain with the regiment to plan the support of future operations. (For additional details on artillery liaison officers, see FM 6-101.)

b. The artillery liaison officer works with the S-2 and S-3 sections of the regimental headquarters, and with the counterfire officer. He coordinates counter-mortar and other counterfire activities between the artillery and the infantry.

c. The artillery liaison officer represents his commander and performs the following duties:

- (1) Planning and coordinating the artillery portion of the regiment's fire support plan and, when necessary, accompanying the regimental commander on reconnaissance.
- (2) Keeping the artillery battalion commander informed of the location of the supported troops, the infantry plan of maneuver, changes in the plan, and enemy information.
- (3) Keeping the regimental commander informed of the artillery situation and capabilities.

Section V. STANDING OPERATING PROCEDURE; STAFF RECORDS AND REPORTS

46. STANDING OPERATING PROCEDURE. a. Standing operating procedures cover the aspects of operations, both tactical and administrative, which lend themselves to a definite or standardized procedure without loss of effectiveness. They prescribe pro-

cedures to be followed in the absence of instructions to the contrary. The purposes of standing operating procedures are—

- (1) To simplify and abbreviate combat orders, to expedite their transmission, and to insure their clarity.
- (2) To simplify and perfect the training of the troops.
- (3) To promote understanding and teamwork between the commander, his staff, and the troops.
- (4) To facilitate and expedite operations generally, and to minimize confusion and errors.

b. Standing operating procedures are brief, and do not duplicate matter contained in official Department of the Army publications. They have the force of orders, but are departed from when the situation dictates.

c. It is not practicable to prescribe uniform standing operating procedures for all types of operations. Each unit develops appropriate and effective procedures adapted to its operating conditions and conforming to those established by the next higher unit.

47. STAFF RECORDS AND REPORTS (GENERAL). Staff records are maintained to make information readily available for preparing estimates and plans, assembling reports, orienting other officers, and maintaining historical records. To enable the staff to function in the field under combat conditions, staff records are reduced to the simplest form and the smallest number consistent with their purposes. The detail of unit and staff reports varies with the time and

personnel available and with the requirements of higher commanders. The principal staff records are the unit journal, the situation map, and the work sheets.

48. UNIT JOURNAL. A unit journal is the official chronological record of events affecting the unit for which it is kept (see app. II). It is the diary of the regiment. Events such as receipt or transmission of important messages and documents, visits of higher commanders and staff officers, displacements of the command post, absences from the command post of the commander, and similar matters which pertain directly to the unit are recorded. The written messages and orders, and other documents which cannot be transcribed readily on the journal sheet, are placed in a supporting file which supplements the journal sheet. A brief synopsis of such documents is placed on the journal sheet and the journal number is then placed on the material in the supporting file for ease in identification. Oral messages or orders are entered in the journal in full, or, when this is impracticable, an accurate synopsis of the content is entered, and the message reduced to writing is filed in the supporting file. Important incidents are recorded as they occur. The amount of detail recorded in the journal varies with the available personnel and the nature of the operation being conducted. Only the minimum detail necessary to fix the time or other facts concerning important events is recorded. The journal is supervised by the adjutant. It is a permanent record of the operations of the unit and is annexed to the unit daily war diary. Original entries are not altered but may be revised by later entries, when necessary.

49. MAPS, OVERLAYS, AND SKETCHES. a. Maps, overlays, and sketches, showing graphically the situation of the regiment as of a particular time, are a valuable aid in shortening and clarifying reports. They also clarify the situation for the regimental commander, his staff, and his unit commanders. Clerical personnel in the command post are trained to prepare these graphic reports under the supervision of the coordinating staff.

b. The *situation map* is an up-to-date graphic record of the tactical and administrative situation of the regiment, and of the enemy situation. It should not be confused with an operation map. The situation map usually is maintained by the S-3 and the S-2 under the supervision of the executive officer. The S-1 and the S-4 are responsible that pertinent data for their sections is posted currently. The situation map is placed where it is conveniently accessible to the commander and the staff. Data is entered on the map as soon as received, after which the items are sent to the unit journal for entry. Conventional signs and military symbols are used to represent objects and units on the situation map. Any pertinent information lending itself to graphic presentation may be shown. Items that may be readily represented graphically are friendly and enemy forces, supporting troops, assembly areas, obstacles, supply establishments, observation posts, command posts, and boundaries. When appropriate, the time of origin of the information is entered. Entries are removed or changed as new information is received so that the situation map is always current. The use of a transparent plastic cover facilitates the removal

of obsolete information and the transfer of information to other maps or overlays.

c. *Overlays* of the situation map may be included as part of a report. In some cases the overlay may constitute the complete report. Such overlays are prepared as of a certain time or at the close of a designated period.

d. *Sketches*, not necessarily to scale, may be prepared from map or terrain studies. Such sketches may give a quick, clear picture of the situation.

50. WORK SHEETS. a. Each staff officer keeps notes of information pertaining to his section. A work sheet for such notes usually consists of a number of pages fastened together and indexed for the various subdivisions desired. The purpose of the work sheet is to provide an orderly and readily available means of recording information for use in the preparation of reports, estimates, and plans. It also is used in the orientation of other staff officers. There is no prescribed form for a work sheet, and any notebook or pad of paper may be made to serve the purpose. The work sheet is divided into sections and is preferably indexed. Headings for these sections are usually those subjects which the staff officer will cover in his part of the unit report, since this report is the one most frequently prepared. During the principal staff officer's absence from his section, entries are made by his representative.

b. The work sheet is not carried out of the section, for one of its principal uses is to provide information for others during the absence of the staff officer concerned. Since the work sheet is a temporary record, items of information no longer needed are

crossed out, or the pages on which such information is entered are torn out and destroyed. When the entire work sheet is filled, items which are still current are transferred to a new work sheet, and the old one is destroyed.

c. Entries made in the work sheet show the serial number of the message (as entered in the journal) for reference, the time, the source, and the information pertaining to the subject.

51. REPORTS. a. Reports are used as a basis for planning. The character and scope of staff and unit reports vary with the requirements of the commander, the higher headquarters, and the purpose of the reports. The merit of a report is not measured by its length; a concise presentation of important points is usually all that is required. The number of written reports required from any commander is held to a minimum. Wherever possible, personal or telephone conferences replace written reports. Commanders may require reports from units at certain times; for example, a report may be required at a time in the early morning, at noon, or near nightfall, regardless of the amount of information available. Negative information may often be as valuable as positive information. Reports are grouped as special and periodic reports.

b. *Special reports* are called for, or submitted as the need arises for specific information. Such reports may pertain to definite operational subjects, the use and suitability of equipment, or combat lessons learned. Situation reports may be required by higher commanders at intervals throughout the day, varying with the type of operation.

c. *Periodic reports* are forwarded by the regiment on a schedule prepared by the next higher commander. Such written reports usually cover a 24-hour period, and it may be required that they be presented at the same hour each day. Each staff section may be requested to submit individual reports at different times throughout the 24-hour period; otherwise a consolidated unit report may be required. When separate staff section reports are requested, the appropriate paragraphs of the unit report form may be used. An overlay may accompany such a report.

52. UNIT REPORT, WAR DIARY, AND NARRATIVE

REPORT. a. The *unit report* is a periodic historical report which shows the current situation and the changes which have taken place during the period covered. It may contain comments and recommendations. Its remarks are concise and its statistics tabulated when possible. Whenever practicable, information is shown on a situation map, sketch, or overlay which accompanies the report. The unit report becomes a part of the regiment's permanent record when it is filed in the unit journal. It serves as the basis for after-action reports, and as a source for the periodic reports of higher headquarters; and it provides the commander and staff with a recapitulation of activities for the period covered. The report is prepared by all members of the unit staff under supervision of the executive officer. Paragraph 1 is prepared by the S-2; paragraph 2 is prepared by the S-3; paragraph 3 is prepared by the S-4 with the assistance of the S-1; and paragraph 4, which includes pertinent facts or comments not included elsewhere in the report, is reserved for the use of the

commanding officer. (For the form of the unit report, see app. III.)

b. The *war diary* of the regiment is started at the commencement of hostilities and maintained daily thereafter. It is forwarded monthly or for other periods as specified. It includes, in general, a narrative history of events together with supporting documents and evaluations. Journals and supporting documents of regimental units are incorporated. (For details see SR 345-105-1.)

c. The *narrative report* is a continuous factual account of the regiment including information on training, planning, activities, morale, administration and supply during peacetime. The account is prepared and forwarded by the regiment for the calendar year. Emphasis is placed on major activities and problems rather than routine events. (For details see SR 345-105-1.)

Section VI. OPERATION ORDERS

53. GENERAL. a. An *operation order* is the formal statement of the commander to his subordinate commanders to effect the coordinated execution of a tactical operation in the field. The order may be complete or fragmentary and it may be issued in written, dictated, or oral form. A complete order contains instructions for all units and it is issued to all units; a fragmentary order contains items pertaining to only a part of the command. The operation order contains five elements—

- (1) Information on situation, enemy and friendly.
- (2) Mission of the unit as a whole.

- (3) Tactical instruction for each subordinate unit.
- (4) Administrative and logistical matters.
- (5) Signal matters and information of command post locations.

b. Oral orders are used frequently within the infantry regiment. Notes are made by the person receiving an oral order, and the commander issuing the order usually speaks from notes. He may dictate his order, requiring the recipient to record its contents verbatim.

c. Written orders are used when time allows. They also are used to confirm and make record of those orders issued orally.

d. The commander issuing an operation order makes it clear, concise, and timely. He makes it clear by using simple, standard language, by using the affirmative form of statement, by using short, direct statements, and by using graphical information wherever practicable. He makes it concise by using plain, unmistakable words and well-known abbreviations presented in clear sentences; by issuing annexes which shorten the body of the order; and by publishing operation maps, overlays, or sketches. He makes it timely by preplanning, by making timely decisions, and by requiring efficient staff work.

e. Orders contain enough details on how to execute the mission to coordinate the actions of all participating units. Further details may be included as demanded by the situation, mission, and state of training and experience of the units. However, insofar as practicable, the order does not contain details which limit initiative or exercise of judgment by the unit commanders.

f. *Warning orders* contain advance information for subordinate units to enable them to prepare for future operations. These orders are used to keep unit leaders abreast of expected events, and to permit prior planning. Warning orders follow the sequence of complete operation orders so far as possible, though frequently they are fragmentary in form.

54. SECURITY CLASSIFICATION. Operation orders are classified in accordance with AR 380-5, usually being classified **SECRET**. The classification is placed at the top and bottom of each unbound page by a method other than by typing. A mark or stamp normally is used.

55. COMPOSITION. a. The form for a complete operation order is shown in appendix IV. The sequence of this five-paragraph form is used in all orders whether complete or fragmentary and regardless of the method of issue. Annexes in the form of maps, sketches, overlays, tables, or other material increase clarity, brevity, and simplicity within the body of the order.

b. The date and hour are expressed by six digits, the first two indicating the date and the last four the hour. For example, 061930 May 55 is 1930 hours on the 6th of May, 1955. Operation orders are numbered consecutively throughout a war. Task organization is listed only when special tactical groupings are used which differ from the normal organization or standing operating procedure. The commander or his executive officer usually signs the original of a written order, and the S-3 authenticates and distributes the copies.

56. STAFF ACTIONS BEFORE ORDER IS ISSUED. Each staff officer seeks and provides information to assist the commander in making his decisions. This information is obtained by reconnaissance, personal contact and reports from lower, higher, and adjacent units. At any time during an operation the staff is able either to provide the commander with pertinent information of the enemy, friendly forces, and area of operations or it secures this information. Upon receipt of orders, the commander announces the regiment's new mission and may indicate how he plans to accomplish it. Based on the new mission each staff member studies the order and the situation, and prepares and presents information and recommendations on the action to be taken.

57. PREPARATION OF ORDERS. The staff assists the commander in the preparation of orders. The S-3 prepares and assembles the operation order after obtaining pertinent information from the other staff sections. The S-2 prepares paragraph 1; the S-4 with the assistance of the S-1 prepares paragraph 4; and the communication officer provides pertinent data for paragraph 5.

58. OPERATION MAPS AND OVERLAYS. a. The S-3 is responsible for preparing operation maps and overlays. The operation map is a graphic presentation of all or part of an operation order. The operation overlay is a graphic presentation of all or part of an operation order on overlay paper. The purpose of operation maps and overlays is to assist in giving the operation order clarity, conciseness, and timeliness. They save words, minimize errors, and allow speed

and ease of understanding. They are especially useful in showing areas and lines such as zones of action, objectives, locations of units, schemes of maneuver, and lines of departure.

b. Both the operation map and the overlay are prepared in the same manner; however, the operation overlay is easier to reproduce in the field. Both are prepared to present a clear picture of the operation using conventional signs, symbols, military abbreviations, and explanatory notes. Notes used are brief; detailed instructions that cannot be shown readily by graphic means are placed in the body of the order. A heading and an ending are put on the operation map or overlay.

c. An operation map or overlay may constitute the entire order or may be part of an overlay type order. Frequently, to save time and labor the body of the operation order is placed on the operation map or overlay. In this case, when duly authenticated, the document is, in fact, the operation order.

d. The preparing officer uses a standard procedure each time he prepares an operation map or overlay. This adds to the speed of preparation and helps insure that all items to be graphically presented are considered in a logical sequence.

Section VII. COMMAND POST OPERATIONS

59. GENERAL. All communication agencies center at the command post. The regimental commander, the unit staff, necessary special staff officers, liaison officers, and necessary enlisted personnel constitute the command group which operates from the regimental command post. The command post is organ-

ized to furnish necessary space and facilities for this group.

60. LOCATION. a. The command post is located to facilitate control of the regiment. Considerations that influence its location are the troop dispositions, routes of communication, communication requirements, type of tactical operations, space required, cover, concealment, security, and proximity to good observation. Entrances to towns and villages, cross-roads, and other prominent places which attract enemy fire are avoided. Alternate locations are selected to which the command post can move if necessary. In the attack, the initial location is well forward to avoid early displacement. In wooded or rolling terrain, the command post can usually be located farther forward than in terrain offering less cover and concealment. In defensive situations, it generally is located in the rear part of the defensive area to avoid displacement in the event of a local enemy penetration.

b. If not prescribed by a higher commander, the location of the regimental command post is prescribed by the regimental commander. Recommendations for its location are made to the regimental commander by the S-3 following consultation with the communication officer, who suggests the general location from a communication viewpoint, and with the S-1, who suggests possible locations from the quartering standpoint. The regimental commander then designates the command post by reference to some terrain feature which is located easily on the ground and on the map. Guides are posted to direct personnel to the command post and vehicles to the parking

area. If security does not prohibit their use, tactical marking signs may be used in addition to or in place of guides.

c. During motor movements the regimental command group, modified as necessary, usually moves by motor near the head of the main body of the regiment. During foot marches the command group may move by bounds in motors, keeping near the head of the main body. The number of vehicles moving near marching troops is held to a minimum; those not necessary for command move at the head of the regimental motor column. Part of the regimental communication personnel move with the command group, prepared to furnish communication. The command post group and accompanying communication agencies constitute a mobile command post.

61. ESTABLISHMENT AND INTERIOR ARRANGEMENT. a. Having selected the exact site of the command post, the S-1 (assisted by the headquarters commandant) determines its interior arrangement (in coordination with the communication officer). The S-1 designates the space or area to be occupied by the commander and each staff section, and he coordinates the location of other activities. Elements of the command post are separated to avoid destruction of more than one installation by a single shell or bomb.

b. The *message center* is located at the natural entrance to the command post where incoming messengers can find it easily and outgoing messengers can be dispatched quickly. Messenger stations are located within easy calling distance of the message center.

c. The *motor park* is established in a concealed location accessible to vehicles. It is located so that its possible detection from the air will not disclose the location of the command post proper.

d. *Radio sets* are located at sites which give the best transmission and reception. Other considerations are—convenience to the user, especially the message center; location of the panel display, drop, and pickup ground; and the possibility of location by enemy direction-finding equipment. Sets with remote control facilities may be located without regard to the location of the user. Radio vehicles may be parked at the radio station.

e. The *panel display and dropping ground* is located near the radio station. The area should be fairly level, open, free from high weeds and brush, and not near high trees or bodies of water.

f. The *switchboard* is installed near incoming wire circuits and away from noise and interference. A location affording cover and concealment is selected.

62. OPERATION. a. The command post is organized for continuous operation. To insure the necessary rest for all personnel, they relieve each other by using shifts.

b. Normally, all incoming messages go first to the message center. Here they are receipted for, and are turned over to the sergeant major in the S-1 section. The sergeant major insures that a record of each message is made in the unit journal upon receipt. This record may be only a partial or initial entry including time in, serial number, address from whom received, and desired circulation. The ser-

geant major then supervises the circulation within the command post.

c. Messages are first sent to the staff officer most interested in their contents, then to other staff officers for their information, and finally to the journal clerk in the S-1 section for the completion of journal entries (time, date, synopsis of message, and additional action taken) and filing in the journal file. Each staff officer receiving the circulation message initials it and indicates any action he will take or has taken on the contents. Even though the majority of incoming messages are addressed to the commanding officer, they seldom are circulated through the commander's section. It is the staff's duty to act on such messages and, when necessary, to inform the commander of their contents without delay.

d. Outgoing messages are delivered to the message center in duplicate. The writer of the message insures that the message or a synopsis is entered in the unit journal. The messages are processed and recorded at the message center, the original copy being dispatched by the most expeditious means and the duplicate copy placed in the message center Live File. When a receipt or notification of transmission has been obtained for the original copy, the message center clerk enters the time of receipt or notification of transmission and his personal sign on the duplicate copy of the message and places it in the message center Dead File. The message center Dead File is turned over to the S-1 or his representative at frequent intervals for inclusion in the Journal File. If the message has not been entered previously in the Journal it is entered at this time.

e. Each officer is responsible that a synopsis of each message or order which he sends or receives orally or by electrical means is sent to the unit journal. This synopsis is prepared either by the officer or by a clerk at the direction of the officer. In the case of telephone messages, it is often desirable to have all calls monitored by the clerk, who then writes the synopsis of the message for the journal. Oral messages which concern other staff officers are circulated before being sent to the journal for file.

63. DISPLACEMENT. a. Displacement of the command post is done with the least possible interruption of its operation. Such moves are made often enough to maintain control of regimental units, but with consideration given to the work being performed within the command post.

b. When a displacement of the command post is contemplated, the S-3 confers with the communication officer and the S-1 as soon as practicable and recommends to the regimental commander the new location and the time of displacement. In anticipation of this displacement, a reconnaissance is made to determine the actual location of the command post and its internal arrangement. Normally, the S-1 (or the headquarters commandant) goes to the new location accompanied by guides, the communication officer, and the necessary communication personnel to install communication facilities. The exact site is selected on the ground, and the location of each installation is designated. Guides are posted to direct incoming personnel into the proper area, and personnel at the old command post are notified that arrangements are completed.

c. The command post may displace in two echelons. Usually the first consists of the regimental commander, the S-2, the S-3, liaison personnel, and certain enlisted personnel. The second echelon, which consists of the remainder of the command post personnel, continues to operate under the control of the executive officer. The first echelon moves to the new area and prepares for operations. When they are installed, the executive officer is notified, the new command post opens, and the old command post closes. The second echelon then moves forward to the new command post. A guide is left at the old command post location for a short period to direct messengers to the new command post.

64. REESTABLISHMENT. a. Plans are prepared and units are trained for the action to be taken in the event of total or partial destruction of the unit headquarters. These plans reduce to a minimum the period of confusion which would exist before the reestablishment of control. The plans provide for the immediate assumption of command by the senior officer present, and for the formation of a replacement headquarters. Appropriate portions of these plans may be included in standing operating procedure.

b. In the regimental plan for the reestablishment of a battalion command post, two courses of action usually are considered. First, plans are made for the establishment of radio communication direct to the companies and the control of those companies by regiment. Second, plans are made for the formation of a substitute headquarters. This plan specifies individuals by name or duty, and the quantity and

source of equipment to be used in the new headquarters.

c. In the regimental plan for the reestablishment of the regimental command post provisions are made for a seniority list of officers; a list of possible staff officers; regaining control of surviving personnel; and the reestablishment of communications. The purpose of these plans is to supplement an existing battalion command post so that it can assume control of the regiment until division headquarters can reconstitute a new regimental headquarters.

65. SECURITY. The headquarters commandant is responsible for the local security and defense of the command post. He supervises camouflage and concealment of installations and vehicles. He prepares standing operating procedure for command post defense. The regimental security platoon is used under his supervision for continuous defense. Exceptionally, when additional troops are needed for command post protection, he arranges with the S-3 to obtain them. Hasty intrenchments or fox holes are dug at the command post when individual protection against air, artillery, ground, or tank attack is required.

66. OBSERVATION POSTS. A commander frequently moves to a position forward of the command post for better observation and direction of operations. In such cases, he remains in communication with his command post. Regimental observation posts are manned either by the intelligence and reconnaissance platoon or by command post personnel.

CHAPTER 4

ADMINISTRATIVE MOVEMENTS

Section I. GENERAL

67. GENERAL. **a.** Troop movements are classed as either tactical or administrative. Tactical troop movements are those made under combat conditions. In tactical movements special security measures become important. For principles involved in tactical movements, see chapter 5. Administrative troop movements are those made when ground contact with the enemy is not a consideration and when there are no security or secrecy requirements other than those necessitated by enemy long-range weapons or aircraft.

b. Troop movements, whether tactical or administrative, are made by marching (foot or motor), water, rail, air, or any combination of these methods. The method to be used depends upon the situation, the size and composition of the unit to be moved, the distance to be covered, the urgency of the movement, the condition of the troops and vehicles, and the availability, suitability, and capacity of the different means of transportation.

c. All tactical or administrative movements involve administrative arrangements. These arrangements include—

- (1) Organization of troops into groups to fit the transportation to be furnished.
- (2) Packing, marking, and loading of equipment (other than personal).

- (3) Assembly of troops, movement to transportation, and assignment to individual places.
- (4) Provision for mess, medical care, and rest en route.
- (5) Reassembly of troops and equipment at destination.

d. In addition to these administrative arrangements common to all movements, additional arrangements are made for the following types of movement:

- (1) *Foot or motor*—allotment of transportation; priorities of movement; assembly and loading; selection, marking, and maintenance of routes; movement and traffic controls; signal communication; refueling; vehicle maintenance; staging areas; and medical evacuation.
- (2) *Rail*—preparation of forms (entraining tables, train consist tables, individual train loading plan; see FM 101-5), determination of the number and types of trains; priority of shipment; selection of loading and unloading area, staging areas, traffic control and regulating stations; loading of personnel, equipment and vehicles. Reason, sequence and clarification.
- (3) *Air*—assignment of aircraft for personnel and equipment; packaging and loading of supplies and equipment; selection of take-off and landing fields and marshaling areas; transportation to airfields; resupply by air and other means, and determination of land or sea echelon. For additional details, see chapter 9.

- (4) *Water*.—determination of types and capacities of transport to be employed; amount and type of supplies to accompany troops; method of transport loading to be employed; staging of units; movements to ports; use of port facilities; unloading; provision of units for port operations (near and far shore); waterproofing of vehicles. For additional details see FM's 60-5 and 60-10.

68. STANDING OPERATING PROCEDURE. March planning, march orders, and the conduct of marches are greatly facilitated by the adoption of a standing operating procedure. The regimental commander establishes the necessary standing operating procedure for the regiment as a whole and requires his battalion and separate unit commanders to establish similar procedures for their units. (For a guide for standing operating procedure, see par. 46 and FM 101-5.)

69. TRAINING. Tactical success depends, to a large degree, on the ability of the troops to move by foot or mechanical means. Training is essential in cutting down on lost motion and developing standard procedures. While mechanical means of transportation are employed extensively for troop movements, sustained mobility on or near the battlefield requires that all troops be conditioned thoroughly to march exertions; therefore, from the first days of training, advantage is taken of every opportunity to condition troops for foot marching.

Section II. HIGHWAY MOVEMENTS

70. PLANNING. Regardless of the type of movement undertaken, its success or failure depends largely upon the thoroughness with which it is planned. Plans must be complete, accurate, and within the capabilities of the troops. The fundamentals of planning apply to all types of movement; different techniques are required for the execution of these plans. Successful troop movements are characterized by efficient employment of the available means, by adherence to schedules and routes, and by placing the troops at their destination in condition to execute their mission.

71. MOTOR MOVEMENTS. Motor movements are used to attain speed and to conserve the energy of the troops. Selection of this type of movement depends on the availability of motor transportation, the distance to be moved, the time available in which to complete the movement, the condition of the roads and bridges, and the ability of the enemy to interfere with the movement.

72. FOOT MOVEMENTS. Foot movements are made when sufficient transportation is not available to transport the regiment, when the distance to be moved is short, when the tactical situation or the terrain prohibits the use of motor transportation, or when it is desired to march the troops for training or physical conditioning.

73. COMBINED FOOT AND MOTOR MOVEMENTS. a. Foot and motor movements may be combined. When

the distance to be moved is too great or the available time is too short for a foot march, and the available trucks cannot move the entire unit in one trip, the trucks can make two or more trips, transporting the foot elements by shuttle. Foot troops may march while awaiting their transportation; they may be detrucked short of their destination; or if time is available, they may not march at all.

b. Shuttle movements introduce many difficulties which require careful and accurate planning. The preparation and conduct of shuttle movements can be facilitated by the use of standing operating procedures. All vehicles are considered as a pool of transportation to be used as required. Maintenance, medical, and communication vehicles, prime movers, and weapon carriers are not diverted for use as personnel carriers except in an emergency. The organic transportation of the infantry regiment is insufficient to move its foot troops at one time; therefore, any motor movement of the entire regiment by its organic transportation involves shuttling. However, when the regiment is moving as part of a combat team, usually the bulk of personnel may be transported simultaneously by pooling available transportation.

74. THE WARNING ORDER. A warning order for a march is issued by the regimental commander as early as possible to give his units the maximum opportunity for preparation. The warning order includes information that a movement is to be made, how it is to be made, and the approximate time it will begin. Any other pertinent information which is available and which does not conflict with secrecy requirements is also included. Units charged with missions which

require special planning or reconnaissance receive a more detailed warning order.

75. THE ROUTE RECONNAISSANCE PARTY. a. The route reconnaissance party is organized according to the standing operating procedure of the regiment or as required by the particular situation. Usually the route reconnaissance party contains reconnaissance elements, a traffic control representative, and an engineer or pioneer representative. It is assigned three main functions—

- (1) To obtain detailed information of the route.
- (2) To determine the number of guards and guides required.
- (3) To determine the amount of engineer work necessary along the route.

b. The regimental commander's instructions to the route reconnaissance party cover the following points, if not already included in the standing operating procedure—

- (1) Brief statement of the situation.
- (2) Mission of the party, including routes or areas to be reconnoitered, the exact extent and nature of the information to be obtained, the form of report desired, and the time and place the report is to be submitted.
- (3) Composition of the party.

76. THE QUARTERING PARTY. A quartering party subdivides the bivouac area and facilitates the movement of the components of the regiment into their assigned locations (see par. 94).

77. ORGANIZATION OF REGIMENTAL COLUMN. a.

The regimental column is organized into *serials* to facilitate control by the regimental commander and to simplify the issuance of orders. Units which occupy the same general initial location and which can be governed by the same set of instructions (that is, initial point (IP), route, destination, rate of movement, etc.) usually are organized into one serial. The battalion makes a convenient march serial for either foot or motor movements. The separate companies of the regiment are formed into a single serial, or they move as part of the battalion serials.

b. Serials are broken down into *march units* to facilitate control by the serial commander. The number of march units is governed by the probable future mission of the unit and by the number of vehicles which can be controlled readily by a single commander. In foot movements, the regiment usually marches in a foot and a motor echelon. The motor echelon may follow the foot echelon by bounds, it may precede it, it may follow at a later time, or it may travel by a separate route.

c. Motor columns may move in close column, open column, by infiltration, or by any combination of these formations. (For the detailed characteristics of motor formations, see FM 25-10.)

d. For detailed operation of the regimental supply and evacuation system during movements, see FM 7-30.

78. THE MARCH ORDER.

The march order for the regiment may be either written or oral. A complete march order designates the route and destination, schedule, rate, time intervals, formation, organization

of the column, serial commanders, and all other details of the march not covered by standing operating procedure. Orders are simplified by the use of maps, strip maps, overlays, march tables, and standing operating procedures. (For march table forms, see app. V and FM 101-5.)

79. STARTING A MOTOR MARCH. **a.** Motor elements are more apt to be slowed or halted on the route than foot elements. Unnecessary halts on the road cause excessive use of gasoline and unnecessary wear on vehicles, and make the column vulnerable to enemy long-range weapons and air attack. Such delays are reduced by careful reconnaissance, accurate planning, thorough coordination with other moving units, and maintaining control en route.

b. When the infantry regiment moves by motor additional vehicles must be obtained from sources outside the regiment, or it must shuttle with its own transportation. The regimental commander ordinarily is given the following information regarding additional vehicles for moving his foot elements:

- (1) Number and type (or capacity) of vehicles to be made available.
- (2) Points and times at which they will pass to and from his control.

c. A staff officer, usually the regimental motor officer, receives nonorganic vehicles at the designated point at which they pass to the control of the regiment. Distribution is made from the *regulating point*—a selected point at which the incoming motor vehicles are distributed to the units to be entrucked. Guides from the using unit conduct the trucks to the

entrucking area. (For capacities of various types of vehicles, see FM 101-10.)

d. Serial commanders are informed of the number and capacity of the trucks, and where and when the trucks pass to their control. Equipment and personnel are formed into *entrucking loads* for rapid and easy loading.

e. Trucks are dispatched from entrucking areas at a time which enables them, without halting, to pass the *initial point (IP)* on schedule. Units are not held on the road waiting their turn to join the column. To reduce the possibility of confusion and congestion, a regimental staff officer, with authority to modify the schedule, controls activities at the initial point. If a change in schedule is necessary, he immediately notifies the commanders of the elements concerned.

80. SUPERVISION OF THE COLUMN. The command post of the column commander is designated in the march order. He himself moves where he can best control his unit. He may designate march objectives or phase lines to regulate the movement of his serials, and he may use liaison aircraft to facilitate his control of the column. (For further details on march objectives and phase line, see par. 109.) Although the command posts of the serials and the march units usually move at the head of their respective elements, there is no fixed position for the commanders. A control officer is at the head of each serial and march unit, and he is responsible for leading his unit over the prescribed route at the correct speed. Staff officers assist commanders in supervising the movement by verifying the route of march of the leading element at frequent intervals—especially

when changes of direction are made; by seeing that correct intervals are maintained between march units; by seeing that guides are properly posted and instructed; and by determining the cause of any unauthorized halt and assisting in overcoming it.

81. TIME INTERVAL. Serials and march units are separated by *time intervals* set up in the march order. Properly selected time intervals or gaps prevent march units from closing completely at obstructions along the route. Each march unit must clear the beginning of the obstruction before the following march unit reaches it. To allow time to clear, the columns pass the initial point with a time between the heads of the march units at least as great as the time length of one march unit within the obstruction.

82. TRAFFIC CONTROL POSTS. Traffic control posts are established along the route to enforce march schedules, to transmit orders, and to control other traffic. Guides and guards are posted at selected points along the route and may be used also for traffic control.

83. HALTS. Halts usually are prescribed in march orders. During scheduled periodic halts, it is desirable that trucks clear the road. When trucks do not clear the road completely, guards are placed at the head and tail of the halted column to control passing traffic. During each halt, the senior in each truck keeps one man, other than the driver, on watch for signals. When unscheduled halts occur, each unit commander determines the cause of the halt.

If the halt is to be prolonged, the column commander may direct that the trucks clear the road. Where longer halts are necessary (as for a meal or for refueling vehicles) locations are selected which permit clearing the road and which provide adequate facilities for supply and maintenance.

84. THE TRAIL PARTY. a. Arrangements are made for a *trail party* which is commanded by a trail officer. This party moves at the rear of the motor column, or under particular circumstances, at the tail of each motor serial.

b. The trail party includes the personnel and vehicles necessary to assist the trail officer in performing these duties—

- (1) Dispatching individual vehicles or motor march units from the initial point (IP).
- (2) Reporting or correcting infractions of discipline.
- (3) Preventing unauthorized passing of the column from the rear.
- (4) Placing necessary guards, flags, or lights to warn traffic approaching from the rear when the column is halted.
- (5) Picking up guides, traffic control personnel, and route markers.
- (6) Disposing of disabled vehicles and their loads.

85. COMMUNICATION DURING THE MOTOR MARCH.

Communication within the column is regulated by standing operating procedure, supplemented by necessary special instructions. Standing operating procedures of higher echelons ordinarily govern

communication between the regiment and adjacent march columns, and between the regiment and higher commanders. A radio team with a radio truck from the division signal company usually is attached to the regiment for communication with higher and adjacent units. Communication on the march normally is maintained by radio (if not silenced), motor messengers, and visual and sound signals. Arm and hand or horn signals can be used for communication within a march unit. A plan for the use of radio, (if used) within or between elements of a motor column, is distributed with the march order. Messages may be delivered to march unit commanders as they pass the traffic control stations.

86. ENDING A MOTOR MARCH. When the column approaches the destination it is met at a regulating point (RP) by guides from the quartermaster party. Guides lead the units to their selected areas (see par. 94). As soon as the troops have detrucked and the loads have been removed, the nonorganic trucks are dispatched, according to a previously prepared schedule, to a selected point where they revert to the control of their parent unit.

87. EXECUTION OF FOOT MARCHES. a. When the regiment marches on foot, the organic transportation usually transports some of the regimental personnel. The number of personnel riding in the organic transportation is limited by the capacity of the vehicles after organic equipment has been loaded.

b. The rate of march usually is prescribed by standing operating procedure; this rate may be modi-

fied by the column commander. Troops must arrive at their destination prepared to execute their mission.

c. The length of march usually depends on the mission, terrain, weather, and condition of the troops. At the end of the march the troops must be in the best possible condition to accomplish their mission.

d. In a foot march distances between units are not rigidly maintained but are permitted to vary to offset the changes of rate within the column. A small guard marches at the rear of the foot echelon of the regiment to maintain march discipline. Personnel who have fallen out and who are physically able are returned to their unit at the first opportunity. A medical officer and one or more medical vehicles move at the rear of the marching troops of each serial. The medical officer examines men authorized to fall out. He may admit them to a medical vehicle or authorize them to put all or part of their arms and equipment on a medical vehicle or on other transportation provided for that purpose; he may direct them to report to the guard at the tail of the regimental column. (For details concerning collection and evacuation of casualties, see FM 7-30.)

e. Halts usually are specified in standing operating procedure. It is desirable to have a 15 minute halt after the first 45 minutes of marching. During succeeding hours under favorable march conditions, troops usually march 50 minutes and rest 10 minutes.

f. All officers and noncommissioned officers carefully supervise the details of march hygiene to complete fatiguing marches without straggling and without excessive march casualties. Many march casualties can be prevented by inspections before, during,

and after the march. (For details of march hygiene, see FM 21-10.)

g. Forced marches impair the fighting efficiency of the troops and are undertaken only when necessary. A forced march requires the expenditure of more than the normal effort either in speed, exertion, increased number of hours marched in a day, or a combination of these. For planning purposes a forced march on roads is one in excess of 20 miles per day at $2\frac{1}{2}$ miles per hour.

88. NIGHT MARCHES. **a.** Night marches are executed to meet the situation, to gain concealment from air and ground observation (secrecy), to obtain security from air attack, or to avoid excessive heat.

b. Night marches generally are organized and conducted in the same manner as daylight marches. However, the lack of visibility at night creates special problems of maintenance of control, direction, and connection within the column. These problems require careful preparation and special measures which vary according to the visibility.

c. Special measures taken for night marches include reduced distances between elements, reduced rates, map studies, careful prior reconnaissance of routes and assembly areas, use of connecting devices and groups, compass bearings, knowledge of prominent land marks, use of guides, and route markers. Regardless of special measures taken, unit commanders remain responsible for maintaining control, direction, and connection within the column.

d. In areas not subject to hostile observation or air attack, lights may be used for night marches. The use of lights is normal when the advantages of in-

creased control, speed and ease of movement offset the loss of secrecy and security.

Section III. RAIL MOVEMENTS

89. GENERAL. Orders directing the movement of an infantry regiment by rail indicate the stations at which the entrainment takes place, the number and types of trains, the hours of departure, the detraining area or destination of movement, and the detraining stations. In many situations, motor elements of the regiment move on highways to the destination while foot elements move by rail.

90. PREPARATORY MEASURES. Upon notification of an impending move by rail, the regimental commander—

a. Issues a warning order.

b. Gives full written details of the movement to the shipping transportation officer at the home station, who arranges for the necessary rail transportation.

c. Appoints a troop train commander for each train, a regimental entraining officer, and a train medical officer (where necessary).

d. Dispatches an advance reconnaissance detachment and quartering party to reconnoiter the detraining area and the new location of the regiment, and to make provisions for the arrival of the regiment. For details pertaining to quartering parties, see paragraph 94.

e. Insures that loading platforms and ramps have been provided, and that the necessary material for

securing vehicles and equipment is available at the entraining points.

f. Provides for an entraining table for all trains in the movement, coordinating time schedules with the shipping transportation officer at the departure station.

91. ORGANIZATION FOR MOVEMENT. a. A *transport group* consists of the troops, equipment, and supplies transported on one train. The order of entrainment for the transport group is based upon its priority of arrival. Each transport group includes medical personnel and, when necessary, cooking facilities.

b. The *regimental entraining officer* coordinates the entraining and loading of the regiment as a whole. (For a detailed discussion of his duties, see AR 55-145.) (For regulations covering marking and loading of baggage, equipment, and vehicles, see AR 55-155.)

c. The *troop train commander* is the commanding officer of each transport group. His duties are covered in AR 55-145 and War Department Pamphlet 20-7. To assist him in his duties, he usually appoints the following:

- (1) The *transport group entraining officer*, who supervises the actual loading of the transport group. His duties are similar to those of the regimental entraining officer.
- (2) The *train transportation officer*. His duties are covered in AR 55-145 and War Department Pamphlet 20-7.
- (3) The *train mess officer*, who supervises the preparation and serving of meals en route.

For the organization of train kitchens and messing en route, see TM 10-205.

- (4) The *train medical officer*. His duties are covered in AR 55-145 and War Department Pamphlet 20-7.
- (5) *Car commanders and train guards*. For the organization and duties of train guards, see AR 55-145.
- (6) Other officers and personnel as necessary, such as deputy train commander, train adjutant, etc.

92. PRIORITY OF ENTRAINMENT. Rail movements are essentially administrative. The priority of entrainment of elements of the regiment is governed by the purpose of the movement and the convenience of the troops. When no tactical mission immediately follows the rail movement, all vehicles and equipment may move separately on a solid freight train, while personnel with their individual equipment move in passenger trains. When a tactical mission follows the rail movement, vehicles and equipment may move on the same train with their respective units, or on a train immediately following, to be available in the new area.

Section IV. BIVOUACS

93. GENERAL. A bivouac area is an area in the field where troops rest or assemble. Usually there is no existing construction for shelter. The regimental bivouac area usually is designated by the division. The comfort and convenience of the troops is considered, and shelter is provided by existing construction, tentage, or improvised means. The desirable char-

acteristics of a bivouac area are cover and concealment; sufficient area to permit dispersal of personnel and vehicles; proximity to an adequate water supply; suitable road net or trails to accommodate the regimental transportation; and hard standing for vehicles.

94. QUARTERING PARTY. a. When the regiment is going into a bivouac, a quartering party is sent forward to select the exact site, and to make administrative arrangements. The quartering party usually consists of a quartering officer (usually the headquarters commandant or the regimental adjutant); a detachment or a representative from the security platoon; a representative, preferably an officer, from each battalion (usually the battalion adjutant or the headquarters commandant), and a representative, preferably an officer, from each of the separate companies of the regiment; a noncommissioned officer from each lettered company of the regiment; a medical officer; communication personnel; and additional personnel as required.

b. The general duties of the quartering party are—

- (1) To select the bivouac site, if this has not been determined definitely, and to make arrangements for its occupancy.
- (2) To divide the area among the battalions and separate companies of the command.
- (3) To reserve facilities for the general service of administration, supply, and command. (Interior guard, headquarters, medical, and supply installations.)

(4) To make sanitary inspections and preparations.

(5) To guide each unit, including vehicles, to its assigned area without halting.

c. The *quartering officer* commands the quartering party. After making his reconnaissance, he allots areas to the battalions and the separate companies of the regiment; he reserves locations for the regimental headquarters, the aid station, and the interior guard; and he plans the disposition of the guard. He announces the time and place at which the quartering party will assemble after inspecting and preparing their area. (The party assembles, shortly before the troops arrive, at the point where the command enters the area.) He prepares a sketch for the regimental commander, showing the location of units and installations.

d. The *medical officer* examines the sources of water supply. He recommends the location of kitchens and latrines.

e. *Battalion representatives* sub-allot the areas assigned to their units. For details of battalion quartering parties, see FM 7-20.

f. *Company representatives* sub-allot their areas for the platoons and the company headquarters. Upon arrival of their companies, they meet and guide units to their respective areas.

95. SECURITY WITHIN THE BIVOUAC AREA. The regimental commander establishes an interior guard to provide local security within the bivouac area. This guard is charged with warning of the approach of hostile aircraft, and with enforcing regulations

governing such matters as traffic control, police, use of lights, and circulation of civilians. Vehicles are irregularly spaced, dispersed, and concealed or camouflaged. Shelter tents are not erected if they would disclose the location of the bivouac. Massing of troops or vehicles is prohibited. Restrictions on the use of lights are prescribed. When enemy activity requires it, hasty individual trenches or fox holes are dug.

96. COMMUNICATION. Communication within the regimental bivouac area is usually by wire and by foot or motor messenger. Radio communication may be used when authorized.

97. CLEAN-UP PARTY. When the regiment leaves a bivouac area a clean-up party remains behind to inspect the area and to correct and report any deficiencies noted. On the march this party follows the column and may be used to pick up any guides, guards, and route markers not picked up by the trail party.

CHAPTER 5

TACTICAL MOVEMENTS

Section I. GENERAL

98. TACTICAL MOVEMENT. **a.** Tactical troop movements are those made under combat conditions. The principles and techniques of administrative movements are applied to tactical movements if the situation permits, and are modified to meet the demands of the tactical situation when necessary. Movement of troops in a tactical situation differs from an administrative movement primarily in that the need for security adversely affects the ease of movement. The factors which exercise the greatest influence upon dispositions for marching are the mission of the marching force, the composition and the proximity of hostile ground forces, the nature of the terrain, and the activity of hostile aviation. Contact with enemy forces should be expected from any direction not protected by friendly forces or terrain barriers. However, to slow or restrict the movement by adopting security measures not warranted by the situation is an error second only to failing to provide security consistent with the enemy threat.

b. Attack by enemy aircraft or long-range weapons, such as rockets, during movement is prepared for by passive and active measures. Passive measures include the use of concealed routes and assembly areas, movement by protected routes, night marches, increased interval within columns and dispersion (when under attack). Active measures include the use of organic or attached antiaircraft weapons.

c. During tactical marches reconnaissance agencies and security forces are employed to locate the enemy and to cover or screen the movement. When contact becomes imminent, reconnaissance and security measures are intensified and formations are adopted which allow a continuation of the movements but facilitate immediate entry into combat. These formations are characterized by partial deployment of force laterally, in depth, or both.

d. Tactical movements in a theatre of operations may be movements to contact, movements away from the enemy, or other relocation of troops in accordance with operational plans. The principles of tactical movements are best exemplified in movement to contact.

99. CLASSIFICATION. All tactical movements can be classified, with respect to security, as uncovered or covered movements. *An uncovered movement* is one which is made when adequate security is not provided by friendly ground forces between the unit and the enemy, or when there are no such friendly forces. *A covered movement* is one which is made behind friendly ground forces which provide adequate security.

Section II. MOVEMENT TO CONTACT

100. GENERAL. Movement to contact is that ground movement conducted in a theatre of operations preliminary to combat, for the purpose of placing troops in position to engage the enemy. It does not embrace troop movement by air or by sea wherein security during the movement is provided by the Air Force

or by the Navy. Movement to contact takes place during the period between the arrival of a unit in a theatre of operations and the time it makes contact with the enemy. It also takes place during the period between the loss of enemy contact and the time it is regained, as in a pursuit or exploitation; and whenever a unit in a rearward area moves to reengage the enemy.

101. BASIS. The commander's estimate of the situation is the basis for all decisions relative to the imminence of direct enemy ground contact and to the security measures to be taken. The commander obtains timely information as to the presence or absence of enemy forces by the use of the reconnaissance agencies available to the regiment and through the action of air and ground reconnaissance agencies controlled by higher commanders and by adjacent units. This information frequently includes the location, approximate strength, dispositions, and direction of movement of such forces. Based on this information the regimental commander can make appropriate and timely changes in his formation and tactical groupings to insure adequate security while retaining maximum mobility, flexibility, and control. In short, each commander organizes and controls his march based on his estimate as to whether enemy contact is remote or imminent, or one of the varying degrees of possibility between.

102. TYPES. *a. An uncovered movement to contact* is made by the leading element of a force which has the mission of gaining initial ground contact with the enemy, or of regaining ground contact which has

been lost (as in a pursuit or exploitation). The commander of the advancing force groups his units appropriately, based on his estimate of the situation, and adopts a formation which will provide the required degree of security and readiness for combat. Since information of the enemy and of the terrain is not available from friendly ground units to the front, reconnaissance by the advancing force is intensified. The movement is made, when practicable, during daylight. If night movement is essential, special steps are taken to insure adequate security and control. An uncovered movement to contact ends when ground contact with the enemy is gained, when a defensive position is occupied, or when information of the enemy warrants launching an attack.

b. *A covered movement to contact* is made when adequate security is provided by other friendly ground forces. A unit makes a covered movement to an assigned location to relieve or operate with forces already in contact with the enemy. Column formations are ordinarily used and measures are adopted to insure secrecy. The formation and tactical groupings are adapted to the probable future employment of the unit. A covered movement to contact ends when the assigned location is occupied, or when the relieved unit has been passed through.

103. CONDUCT OF MOVEMENT TO CONTACT. a.

Movement to contact consists of three phases—

- (1) First phase (contact remote)—enemy ground action is remote.
- (2) Second phase (contact improbable)—enemy ground action is improbable.

(3) Third phase (contact imminent)—enemy ground action is imminent.

b. These three phases may or may not follow this sequence; the phase depends upon the commander's estimate of the situation.

c. The commander makes a continuous estimate of the situation to suitably dispose the units of his column at the proper time and place to meet the situations described. The phases are not designated in the movement order; the commander's running estimate of the situation indicates the passage from one to another when the imminence of contact has so increased as to require corresponding increase in readiness for action.

d. Any distribution of troops providing maximum speed and control consistent with adequate security is appropriate during movement to contact. Formations are grouped into three types, each associated with one of the phases of movement to contact, and designated as route column, tactical column, and approach march. Within each type formation are grouped those formations which have in common the characteristic of providing maximum speed, control, and security consistent with the imminence of enemy ground contact in that particular phase of the movement. Within each type formation are variations which are suitable to such other conditions of the movement as the threat of hostile air attack, the route, and the traffic conditions. In determining what formations to use the commander makes a continuing estimate of the situation as to the imminence of enemy ground contact, the air threat, and the other factors affecting the tactical movement.

e. *When contact with enemy ground forces is remote*, the principal object of march dispositions is to facilitate and expedite the movement of troops and to conserve their energy. The movement is made in *route column*. In route column, units need not be tactically grouped and may move by various means of transportation and by different routes. For example, during this phase a regiment might move under division control, foot elements going by rail and motors by one or more roads. The distances between and within units depend upon the method of movement, the road and traffic conditions, and the effectiveness of enemy long-range weapons and aircraft. This phase ends when the regimental commander decides he must group his units tactically before continuing the movement.

f. *When contact is improbable* both tactical and administrative considerations govern and the movement is made in *tactical column*. Based on his estimate of the situation, the regimental commander retains the advantages of column movement, but also groups his troops tactically. That is, his battalions are intact and the supporting weapons are with or in the proximity of the troops they support. This is done to facilitate the prompt adoption of combat formations or the orderly occupation of an assembly area or attack position. The tactical groupings adopted and the distances between and within units depend upon the probable future mission of the unit, the method of movement, the road and traffic conditions, and the effectiveness of enemy indirect action. This phase ends when the regiment initiates the approach march or when it occupies an assembly area or an attack position.

g. *When contact is imminent* tactical considerations govern and the movement is made in the *approach march*. In the approach march, units are tactically grouped and deployed. Elements of the command whose contact with the enemy is imminent are deployed in a suitable tactical formation. Other elements of the command continue in tactical column until they in turn must move in approach march because contact with the enemy has become imminent. The formation adopted depends upon the mission of the unit, the method of movement, the strength of the screening or covering force, the terrain, and the commander's knowledge of the enemy situation. This phase ends when ground contact is made with the enemy or when an attack position is occupied.

104. UNCOVERED MOVEMENT TO CONTACT. a.

Leading elements of the regiment, usually preceded by reconnaissance elements of regiment and higher units, advance from one march objective or phase line to the next (see par. 109). Minor deviations are made from the prescribed route of advance to take advantage of favorable terrain. The leading battalions move in column formations which promote speed and control as long as adequate security can be obtained from such formations. When contact with the enemy becomes imminent, the battalions deploy as necessary (laterally, in depth, or both) to insure security and to increase their readiness for action.

b. *Rearward battalions*, being covered, continue in tactical column until they are forced to deploy to enter the firefight, or until they move into an assembly area or an attack position.

c. *Supporting units* are located in the regimental column where they can rapidly support the leading echelons. For a detailed discussion of supporting units during marches, see section IV.

d. Troops in route column and tactical column halt as prescribed in the unit standing operating procedure or as directed by the column commander. During the approach march regular halts are omitted. Halts are made on march objectives or phase lines to rest or reorganize the troops or to make periodic progress reports. When such a halt is made observation posts are established and patrols are dispatched for security, if the imminence of contact or air threat indicates it. Higher commanders provide for long halts as necessitated by the situation. When such a halt is made, observation posts and patrols are established for security.

e. The actions of a leading regiment upon encountering the enemy in a meeting engagement are the same as those prescribed for an advance guard regiment (see par. 124).

105. COVERED MOVEMENT TO CONTACT. During the movement the commander pays particular attention to the maintenance of direction, control, and secrecy (see par. 109). Guides and quartering parties precede the unit to insure the prompt and orderly occupation of the assigned assembly area or attack position. Upon arrival in the assembly area or attack position, if it has not already been accomplished the commander initiates reconnaissance and contact with the covering force. (For a detailed discussion of the actions of infantry battalions in the covered movement, see FM 7-20. For a detailed discussion of sub-

ordinate elements of the regiment, other than battalions, see pars. 110-126.)

106. MOVEMENT TO CONTACT AT NIGHT. **a.** Although an uncovered movement to contact normally is made in daylight, it may become necessary or desirable in some situations to initiate the movement, or to continue it, during darkness. It may occur during a period of enemy air superiority, or during an envelopment, exploitation, or pursuit. The regiment may be ordered to initiate or continue its movement, either on foot or in motors, during darkness to preserve secrecy, to seize terrain by surprise, or to deny the enemy time to organize delaying positions.

b. The formation used for an uncovered movement to contact at night depends upon the information of the enemy, the method of travel, the degree of visibility, and the terrain. Generally, a compact column is used, and the distance between elements is less than in a daylight move.

c. Security is intensified during an uncovered movement to contact at night, due to restricted observation. Factors determining the strength of the security elements are the imminence of enemy contact; the strength and type of the screening force (if any), and the distance at which it is operating ahead of the regiment; the terrain; and the mission of the regiment. Ordinarily the regiment or designated battalions use security detachments which operate to the front and to the flanks. They seek to prevent a surprise encounter between the enemy and the column.

d. Control is emphasized during movements at night and positive means of communication, identification, and maintenance of control are established.

Distances between march objectives or phase lines and the speed of movement are less than in a daylight move. Routes are marked carefully and guides are posted by the leading elements to prevent successive elements from becoming lost.

e. A covered movement to contact at night is conducted as during daylight with additional precautions to maintain direction, control, and secrecy. Such movements may be considered normal.

Section III. SECURITY, RECONNAISSANCE, AND CONTROL

107. SECURITY. a. Security during a tactical movement depends upon continuous receipt of timely and accurate information. Adequate and properly planned ground and air reconnaissance and positive means of communication are needed to maintain a constant flow of information to the front and to the rear, so that appropriate changes in groupings, formations and security measures can be made. This decreases the possibility of premature deployment, and the consequent loss of speed and control.

b. Security embraces all measures taken by a command to protect itself against annoyance, surprise, and observation by an enemy. The regimental commander is responsible for the security of his regiment, regardless of the protective measures taken by higher authority. Prompt and reliable information of the enemy enables the commander to estimate the situation and to decide upon the security measures which are necessary. He prescribes the security measures to be taken for the protection of the regiment as a whole and coordinates those measures

adopted by subordinate commanders. The measures he adopts are appropriate to the hostile threat. As the danger becomes greater, he increases his security measures.

c. *Behind adequate covering forces*, as in a covered movement to contact, it is usually unnecessary to use motorized security detachments. Often, however, the regimental intelligence and reconnaissance platoon or small motorized elements are used appropriately for reconnaissance, liaison, or control.

d. *Without adequate covering forces* the regimental commander initiates such security measures as are necessary. When the division reconnaissance company, or elements of it, is attached to the regiment it normally is employed ahead of the leading battalion(s). However, the division reconnaissance company may not be employed ahead of the regiment when it is known or when it is likely that early contact will be made with enemy forces which are too strong to be driven off or fully developed by the reconnaissance company. In this case the reconnaissance company may be employed as a flank security force or as an element of one. The regimental commander maintains contact with the division reconnaissance company by radio and patrols. The regimental intelligence and reconnaissance platoon normally operates in front of the leading battalion(s). When elements of the division reconnaissance company precede the regiment, the intelligence and reconnaissance platoon may be employed to maintain contact with the reconnaissance company and to conduct more detailed reconnaissance in front of the regiment. In some situations the intelligence

and reconnaissance platoon may be attached to a battalion. The leading battalion normally is assigned an advance guard mission. (For a detailed discussion of the actions of an advance guard battalion, see FM 7-20.)

e. *Without adequate covering forces and when marching as the leading element on an exposed flank*, a strong motorized flank guard is usually necessary. The strength and composition of the flank guard depends on the terrain, the actual or expected enemy strength and reaction, and the mission of the advancing force. In any case, it must be strong enough to prevent a surprise flank attack on the main body. The flank guard may be provided by division or corps; if not, it is organized by the regiment. When the regiment is an interior unit, a small motorized patrol usually is sufficient to maintain contact with an adjacent unit and to protect the interior flank. (For a discussion of companies and battalions as flank guards, see FM's 7-10 and 7-20.)

f. Existing intelligence and reconnaissance agencies operating as security for or in the vicinity of the regiment, constitute a *warning system*. All communication facilities are used to transmit warnings of the approach or the location of enemy ground or air forces.

g. *Antiaircraft security* measures are contained in the commander's orders or in the unit standing operating procedure. Active means of protection against air attack include antiaircraft fires. Passive means include concealment, dispersion, and warning. The best defense against air attack is provided by a combination of active and passive measures. Suf-

cient antiaircraft units make enemy casualties excessive and dispersion of the command prevents offering worthwhile targets. The organic antiaircraft weapon of the regiment is the caliber .50 machine gun. In certain cases caliber .30 machine guns also may be mounted for antiaircraft fire on vehicles distributed throughout the column. If antiaircraft elements are attached from the division antiaircraft artillery battalion, they move as a unit with the column or are distributed throughout the column. When air attack is likely, distances between individuals and vehicles and between elements of the column usually are increased.

h. Antitank security for the regiment on the march is provided by the tank company. The distribution of the tank company varies according to the terrain and the hostile threat. If the most probable direction of hostile tank attack is from the front, the bulk of the tank company marches well forward in the column, one or more platoons usually being attached to the advance guard battalion. If hostile tank attack is probable from one or both flanks the tanks may be distributed through the column by attaching one or more tank platoons to each infantry battalion or the tanks may be used as the nucleus of road blocks along the flanks. When possible, tanks so employed may be leap-frogged as the tail of the column clears them. Otherwise they join and march at the tail of the column. Within the units of the regiment, recoilless rifles, rocket launchers, and anti-tank grenades provide limited antitank defense during movement. Flank guards or road blocks may also employ antitank mines to protect the route.

108. RECONNAISSANCE. **a.** The reconnaissance agencies which normally contribute information to the regiment during tactical movements include aviation, corps and division reconnaissance units, light aircraft, and the regimental intelligence and reconnaissance platoon. When these agencies are not available, or when they are not sufficient, the regimental commander organize his own agencies.

b. Division or corps reconnaissance units usually operate in advance of the leading elements of the regiment during uncovered movements. A liaison detail with necessary transportation and communication equipment may supplement the normal means of communication with these units; otherwise, patrols make physical contact and exchange information. Provision for such liaison may be prescribed by higher authority. In some situations, elements of division or corps reconnaissance agencies are attached to the regiment. Operations of the attached reconnaissance agency and the regimental intelligence and reconnaissance platoon are coordinated by the regiment.

c. During covered or uncovered movements to contact the *intelligence and reconnaissance platoon* usually is retained under regimental control. In some situations all or part of the platoon may be attached to leading or flank battalions. When the advance of the regiment is protected by an adequate covering or screening force under division or corps control, all or part of the intelligence and reconnaissance platoon usually is employed between the regiment and this force to obtain specific information of the enemy, the terrain, and the routes of advance. Information

is exchanged with the covering or screening force by physical contact. Information received by regimental headquarters directly from division, or from the covering or screening force, is relayed to the intelligence and reconnaissance platoon. Flank reconnaissance usually is accomplished under regimental control by elements of the platoon operating alone, or attached to flank security detachments.

d. When inadequate or no covering or screening forces are protecting the advance of the regiment, all or part of the intelligence and reconnaissance platoon and other reconnaissance agencies usually operate ahead of the advance guard battalion. The distance at which they operate ahead of the advance guard depends upon their mission and the limitations imposed by their strength and their communication facilities. Reconnaissance elements may be attached to the advance guard battalion. If flank guards or motorized flank security detachments are sent out by the regiment, elements of the intelligence and reconnaissance platoon or other attached reconnaissance agencies may accompany such security forces.

e. The regimental order for the movement prescribes definite missions for the intelligence and reconnaissance platoon (if not attached to lower units) as well as for any other reconnaissance agencies which may be attached to or organized by the regiment. Such orders usually include—

- (1) Route or zone of advance and the approximate time the leading echelon of the regiment will reach each march objective or phase line.
- (2) Areas (routes) to be reconnoitered and the essential information to be sought.

- (3) Time, place, and method of reporting information to the regiment.
- (4) Action to be taken when the enemy is encountered or located.
- (5) Arrangements for liaison with other screening forces operating ahead or to the flanks of the regiment.

f. When the terrain permits, the ground reconnaissance agencies operating ahead or to the flanks of the regiment are motorized. They are often strengthened by attaching riflemen, weapons, or tanks. They act aggressively to accomplish their mission and to develop the situation without loss of time. All information of the enemy, of the terrain, and of the road net is reported promptly to the regimental commander. Negative enemy information is often as important as positive information, and lack of enemy contact also is reported. (For a detailed discussion of the principles of reconnaissance and of the actions of the intelligence and reconnaissance platoon, see FM 7-25.)

g. Because of the limited strength of the intelligence and reconnaissance platoon, the regimental commander frequently reinforces it with *motorized detachments* to provide additional security or to perform special missions. The motorized detachments may be attached to the intelligence and reconnaissance platoon, or elements of the platoon may be attached to them. The mission to be performed governs the composition and strength of a motorized detachment. For a reconnaissance mission it includes personnel, transportation, and equipment sufficient to permit formation of one or more motorized patrols, each consisting of three or more vehicles.

The detachment is provided with radios permitting two-way communication between the detachment commander and each patrol, and between the detachment commander and the regimental command post. The detachment usually reconnoiters routes, maintains contact with advance security and reconnaissance elements of other echelons, or operates as security to the flanks or rear. When the mission is to perform reconnaissance which may involve extensive combat such as the reduction of strongly defended road blocks or seizing and holding critical terrain features, the detachment is made strong enough to perform its assigned mission.

h. Division *light aircraft* are used to supplement ground reconnaissance during movement to contact. Instructions to observers from this section generally parallel those given to the intelligence and reconnaissance platoon. (For a detailed discussion of the division aircraft section, see FM 20-100.)

109. CONTROL. a. The methods of control used in administrative movements are used in tactical movements but are modified to meet the security needs of the situation. The regimental commander facilitates control by designating march objectives and phase lines. A march objective is a recognizable feature toward which the march of a single column is directed—high ground, road junctions, stream crossings, woods, towns, and like features. A phase line is a line approximately perpendicular to the direction of advance and passing through the march objective of each of several columns generally marching abreast. A unit may be directed to report its arrival at a given march objective or phase line and

to proceed without further orders; or the unit may be directed not to proceed beyond a given march objective or phase line until a specified time or until the occurrence of a particular event.

b. During movement to contact, distances between march objectives or phase lines depend primarily on the imminence of direct ground contact with the enemy. *When contact is remote*, march objectives or phase lines may be prescribed by higher headquarters, or by the regimental commander, at relatively great distances apart to promote speed without impairing the security of the movement. *When contact is improbable*, the distance between successive march objectives or phase lines depends on the amount of control and security necessary for the future mission of the unit, the method of travel, the road and traffic conditions, and the effectiveness of enemy indirect action. *When contact is imminent*, the distance between successive march objectives or phase lines depends primarily on the need for security. When contact is imminent, the regimental commander requires advance elements to remain within supporting distance. Supporting distance is that distance within which effective fires can be delivered by weapons available to the regiment (supporting range), or that distance within which the regiment can move in sufficient time to prevent the defeat of its advanced element (reinforcing distance).

Section IV. FOOT AND MOTOR MARCHES

110. GENERAL. An infantry regiment normally makes tactical movements by a foot march, a motor march, or a combination of the two. The success-

ful accomplishment of such movements depends upon the proper formation of the column in accordance with the principles of security, reconnaissance, and control. The details of the conduct of tactical marches vary with the mission, the terrain, the enemy situation, the condition of troops and equipment, the amount and type of non-organic support, and the relative position of other friendly units during the march. (See ch. 4 for technique of marching.)

111. ORDERS. **a.** Orders for a regiment in the leading echelon of movement to contact usually prescribe the initial mission, successive and final march objectives or phase lines, and a zone or routes of advance (see app. V). *If the movement is uncovered*, the leading regiment normally is given an advance guard mission (see par. 124). In some situations, the order may limit the offensive action to be undertaken initially by the regiment. Orders for a regiment not in the leading echelon of the movement, usually prescribe a regimental assembly area, the route or zone of movement thereto, any restrictions on the movement or traffic control that may be necessary, and the time by which the area is to be reached.

b. Depending upon his knowledge of the situation, the opportunity for prior reconnaissance, and the orders received from the division commander, the regimental commander in an uncovered movement to contact may issue complete instructions for the movement of the regiment to its final march objective; or he may issue partial instructions and supplement these later by fragmentary orders. In any case, the order covers the initial missions and march dispositions, and insures the coordination of the forward

movement of all elements by designating zones of advance and successive march objectives or phase lines. The regimental order also prescribes the security measures to be adopted by the regiment.

c. When the regiment is making a *covered movement* to an assigned assembly area, the completeness of the order depends upon the mission of the regiment, the time available to the commander not only before the movement but also after his arrival in the assigned area, and the visibility during the movement. Based on the order received from the division commander, the regimental commander's order prescribes missions for regimental units, routes of movement to the assigned area, march dispositions, secrecy measures, methods of control and coordination, and necessary restrictions.

112. MISSION. When moving as part of a larger force, a regiment may form part of the main body, or it may act as a security force to the front, flank, or rear of the main body. A regiment may march as an independent force.

113. REGIMENTAL MOTOR VEHICLES. a. During marches, the location and use of regimental motor vehicles is a command decision. In some cases restrictions on the use of motor vehicles are included in the division order for the movement. Ordinarily the decision is made by the regimental commander for the regiment as a whole and for its attached units. The decision is based on the type of terrain, the mission of the unit, the necessity for speed, the nature and the amount of the expected enemy ground action, and the amount of enemy air activity. In all cases

the vehicles of the regiment are used to the maximum to keep weapons maneuverable, to insure adequate amounts of ammunition and other supplies, and to facilitate the evacuation of casualties.

b. On foot marches the motor elements, less those employed for reconnaissance, security, and control, and less kitchen and baggage trains, move in a regimental motor echelon behind the foot troops of the main body. The kitchen and baggage trains and some maintenance vehicles are held in the old regimental train bivouac and are moved later to a new bivouac. When the regiment marches in more than one column, motor elements move behind the foot elements to which they belong. All or part of the organic vehicles of the battalions and other units may be released to the control of their respective units for the movement. Ordinarily kitchen and supply trucks remain under regimental control during such movements.

c. The order of march of the vehicles in the motor echelons depends upon the probable entry into action of the units and the vehicles involved. For most situations a unit standing operating procedure can be followed for these movements.

d. So far as is practicable motor elements advance by bounds behind the foot elements, taking advantage of all possible cover and concealment. Liaison between the motor echelon and the foot elements is maintained. When the approach march begins for the leading battalion, all vehicles necessary for combat are released to join their respective units. This includes the attachment of tanks to battalions if they are not already attached and if their employment is possible.

e. The disposition and control of regimental vehicles during *motor marches* are generally the same as for foot marches, except that organic vehicles join and move with their respective units when movement in tactical column is initiated.

114. COMMUNICATION. a. Communication within the column is regulated by the standing operating procedure, supplemented as necessary by special instructions. During movement in route column, either on foot or in motors, radio is the principal means of communication for the regiment. Motor messengers also are used. If the movement is being made in motors, wire is not laid by the regiment or any of its units until contact is gained with the enemy. If the movement during the approach march is being made on foot, wire may be laid by the leading battalion when the approach march is initiated, or when the battalion leaves its assembly area or attack position. Wire is not ordinarily laid by rear battalions until they are committed to action. Establishment of the wire system is facilitated when wire teams of higher units accompany lower units on the march.

b. Division standing operating procedures govern communication between the regiment and division headquarters and between the regiment and adjacent march columns. A radio team, with radio truck, from the division signal company usually is attached to the regiment for communication with higher and adjacent units.

115. SUPPORTING ARTILLERY. a. During uncovered movements the battalion of light artillery which normally supports the regiment (or other artillery which

is available) usually is placed in direct support of and marches with, or closely follows, the regiment. If the regiment is on a separate mission the artillery battalion is attached to the infantry regiment. In either case the mission of the artillery is to deliver promptly the supporting fires required by the regiment.

b. Artillery is given a high priority of movement on a favorable route within the regimental zone of advance. The artillery battalion commander or his liaison officer accompanies the infantry regimental commander. An artillery liaison officer and his section accompanies each infantry battalion, and artillery forward observers move with each rifle company.

116. HEAVY MORTAR COMPANY. a. During movement in route column and tactical column the mortar company ordinarily marches as a unit as directed by the regimental commander. During movement in the approach march, on foot or in motors, a platoon of mortars usually is attached to the advance guard battalion. This platoon remains mobile and ready to go into firing positions as soon as contact with the enemy is made. When contact with the enemy main battle position is gained or when the regimental commander plans a coordinated attack the mortar platoon reverts to its normal role as part of the mortar company. In uncovered movements the mortar company, less any detachments on security missions, marches well forward in the regimental column.

b. An infantry battalion usually is the smallest flank guard unit to which a mortar company platoon is attached. Mortars are seldom attached to battalions in a covered movement to contact.

117. TANKS. a. During movement in route column the *regimental tank company* marches separately. During movements in tactical column or in the approach march one or more platoons of the tank company are attached to the advance guard battalion.

The remainder of the company may march as a unit under regimental control or the remaining platoons may be attached to the other battalions. This latter method provides antitank protection to the whole regiment and facilitates the prompt entry into action with tank support of any battalion. Tanks are seldom attached to battalions in a covered movement to contact.

b. Elements of the *division tank battalion* attached to the regiment move under regiment control, unless they are in turn re-attached to a battalion in which case they move under control of the battalion to which attached.

118. ENGINEERS. a. During uncovered movements a company of the division engineer battalion usually is placed in direct support of each infantry regiment. When engineers are available, provisions are made to help the advance guard battalion clear the route of advance for the main body. A platoon of the engineer company may be placed in direct support of the advance guard battalion, or the engineer company may be kept in direct support of the regiment and marched just behind the advance guard. In either case an engineer reconnaissance party marches with the advance guard battalion to check on bridges, road conditions, obstacles, and mines. The engineer platoon or company normally marches in its organic transportation and is called forward by the reconnaissance party as needed.

b. Engineer detachments may be placed in direct support of flank guards to execute demolitions, construct road blocks, and assist in other passive anti-mechanized measures for the defense of the column. In covered movements, engineer units may march with infantry units if the mission of the unit requires their presence. (For additional details of the tactical employment of engineer units, see FM 5-6.)

119. HEADQUARTERS AND HEADQUARTERS COMPANY. a. During movement in tactical column and in the approach march the regimental *command group* moves in motor vehicles either directly behind the leading battalion or at the head of the main body. The size of this group and the number of vehicles is held to a minimum consistent with proper control of the regiment. . . .

b. During movement in tactical column and in the approach march the *intelligence and reconnaissance platoon* is employed for tactical reconnaissance missions. (For a discussion of the employment of this platoon, see par. 108 and FM 7-25.)

c. The *security, communication, and antitank mine platoons* are placed in the regimental column according to the missions which they are assigned. The security and antitank mine platoon often moves as a unit controlled by the company commander of the headquarters company. Elements of the antitank mine platoon may be attached to flank guards or to road blocks which are securing the movement. Elements of the communication platoon move with the command group while other elements may accompany flank security units to provide communication between those flank units and the main body. Wire

teams from the platoon may accompany battalions on the march to facilitate the establishment of the wire system when the enemy has been contacted (see FM 7-25).

d. The *counterfire platoon* may move as a unit controlled by the company commander of headquarters company, when contact with the enemy is remote. When contact is possible or imminent, one or more counterfire squads are attached to the leading battalions. When contact with the enemy's main battle position is gained or when the regimental commander plans a coordinated attack, the counterfire squads revert to their normal role as part of the counterfire platoon (see FM 7-25).

120. MEDICAL COMPANY. During movement in route column the medical company moves as a unit. During movement in tactical column and the approach march the medical company is disposed so it can evacuate efficiently any casualties incurred, both during the movement and during any subsequent attack by the regiment. (For a detailed discussion of the medical company and of the principles and methods of evacuation, see FM 7-30.)

121. SERVICE COMPANY. During movement in route column the service company moves as a unit. During movement in tactical column and in the approach march the service company moves from one regimental train bivouac to another as necessitated by the tactical situation and the problems involved in maintaining adequate supplies for the regiment. (For a detailed discussion of the service company and of the principles and methods of supply, see FM 7-30.)

122. ATTACHED UNITS. During movement to contact, units attached to the regiment are situated in the regimental column according to their combat mission, the order of their probable entry into combat, and with due consideration for their security and tactical integrity.

123. AS PART OF MAIN BODY OF A LARGER FORCE.

a. When part of the main body, the regiment conducts its march in accordance with orders or the provisions of standing operating procedure. Contact is maintained with leading regiments by communication and by liaison. The motor elements of the regiment may march in separate serials under regimental, battalion, or company control. When under regimental control, the motor serial usually moves by bounds in rear of the regimental foot column; and when under battalion or company control, the serial usually moves by bounds in rear of the foot elements of the battalion. Normally only vehicles that are required for command, reconnaissance, communication, control, and antiaircraft and antitank protection are intermingled in the foot column.

b. When the regiment is motorized the tactical integrity of units is considered in the attachment of personnel carriers. (For additional details of motor movements, see ch. 4. For details of motor movements by the battalion, see FM 7-20.)

124. AS ADVANCE GUARD OF A LARGER FORCE. a.

An infantry regiment may be designated as the advance guard of a larger force. The mission of the advance guard is to prevent unnecessary delay of the main body and to protect it against surprise at-

tack and ground observation. In the event of enemy contact, the advance guard fights to provide sufficient time and space for the deployment of the main body. In a situation where sufficient information of the enemy is known before contact, the orders of the leading regiment may be changed from an advance guard mission to one of attack. In such cases the regiment operates as in normal offensive action (see ch. 6).

b. When the regiment is operating as the advance guard of a larger force, one or more battalions are reinforced as necessary and assigned missions as the advance guard of the regiment. If a flank is exposed, a motorized flank guard is organized to operate on the exposed flank. Such a flank guard may vary from a reinforced rifle company to a reinforced battalion. The strength and composition of the flank guard depends on the terrain, actual or expected enemy strength and reaction, and the mission of the advancing force. (For a detailed discussion of the formation, composition, and operations of advance guard and flank guard battalions, see FM 7-20.)

c. The regimental commander maintains close contact with the advance and flank guard commanders. His command group marches at or near the head of the main body. When contact with the enemy becomes imminent, or is gained, the regimental commander moves forward to obtain first-hand information upon which to base the future operations of the regiment.

125. AS FLANK GUARD OF A LARGER FORCE. **a.** The mission of the flank guard is to protect the main body from ground observation and surprise attack from

the flank. In the event of a flank attack, the flank guard fights to provide time for the development of the main body or to permit its uninterrupted passage.

b. During uncovered movements, a regiment, reinforced as necessary, may be employed on an exposed flank as the flank guard of a larger force. When a regiment is used as the flank guard, it ordinarily is sent out beyond supporting distance of the parent unit. It is organized and operates as a task force (see ch. 6).

126. REGIMENT MARCHING ALONE. When a regiment conducts an independent march, the route may be prescribed by the division or higher commander, or its selection may be left to the discretion of the regimental commander under a very general type of order. Ordinarily the regiment is organized and operates as a task force, and the exact composition, formation, and operation depend upon the particular mission assigned to the regiment. (For a detailed discussion of task forces, see ch. 6.)

Section V. ASSEMBLY AREAS AND ATTACK POSITIONS

127. ASSEMBLY AREA. **a.** An assembly area is an area in which units are assembled prior to further tactical action. Normally, during operations an assembly area is used for entrucking or detrucking, feeding, resting, awaiting or issuing orders, reorganizing for combat, and making preparations for the next operation.

b. The desirable *characteristics* of an assembly area include—

- (1) Concealment from air and ground observation.
- (2) Space to permit proper dispersion of all vehicles, personnel, and installations.
- (3) Cover from direct fire.
- (4) Good entrances and exits, hard-standing, and turn-arounds for motor vehicles.
- (5) Natural protection against mechanized attack.

c. The *location* of the regimental assembly area is governed primarily by the mission of the regiment. When used in preparation for an attack, it is located as close to the enemy position as terrain and enemy activity permit; it should have good avenues of approach to the enemy position. The distance from the assembly area to the enemy position usually is greater if the regiment is motorized. If practicable, it is located in an area which is outside the probable effective fire of hostile short range weapons (such as infantry mortars), yet is within easy marching time of the area in which the mission is to be accomplished.

d. The *primary activity* in the assembly area is preparation for combat. Troops are given the maximum rest consistent with security, briefing, and preparation for their mission. Reconnaissance, plans, and coordination are made as complete as possible. Equipment not essential to the contemplated operation is removed and stacked. Vehicles moving under centralized control are redistributed to conform to their future employment. Depending on the length of time to be spent in the area, its natural character-

istics, and the enemy situation, the commander establishes and maintains appropriate secrecy and security measures. Combat loads of ammunition, rations, and special equipment are issued in the assembly area occupied just prior to an attack, and before the assault elements move to the attack position.

128. ATTACK POSITION. **a.** The attack position is the last position occupied by assault units before crossing the line of departure. Troops occupying the attack position include only those units actually attacking. The reserve battalion of a regiment, the artillery, or other divisional units not making the assault are not considered to be in an attack position. These units are considered to be occupying assembly areas or firing positions as the case may be.

b. The desirable *characteristics* of an attack position are similar to those of the assembly area. Characteristics especially desirable include—

- (1) Concealment from ground observation.
- (2) Cover from direct fire.
- (3) Good avenues of approach to the line of departure. Terrain which permits all-around observation on or near the perimeter of the attack position is also desirable as additional security.

c. The attack position usually is *located* in the last covered and concealed position in rear of the line of departure. There may be times when the terrain and situation are such that it is advisable to have one area serve the purpose of both an assembly area and an attack position.

d. The *primary activities* in the attack position are final preparations for combat. Last minute orders are issued and final details of coordination and reconnaissance are completed. In situations where it is possible to bring vehicles and supplies to the attack position without jeopardizing the secrecy of the attack, it may be desirable to distribute combat loads of ammunition, rations, and special equipment to the individual troops in this location. The attack position is occupied for a minimum of time before the attack.

129. ASSIGNMENT. a. The regimental assembly area may be assigned by higher headquarters, or the regimental commander may designate a general area to be occupied by the regiment. The selection of each battalion assembly area within the regimental area is based upon the future or probable future mission of the battalion. The battalion commander is responsible for the detailed break-down of the battalion area to his subordinate units.

b. Based on his plan of attack and the nature of the terrain, each battalion commander ordinarily selects and assigns the attack position for his battalion. The battalion commander may select and designate attack positions for assault companies, if it is necessary to do so for coordination. However, assault company commanders ordinarily select their attack positions after the battalion plan of attack has been announced. (For a detailed discussion of the attack position, see FM 7-20.)

130. RECONNAISSANCE AND OCCUPATION. a. The regiment usually sends a quartering party to the

assembly area (see par. 94). When time permits, the regimental commander precedes the regiment to its assembly area to reconnoiter the area and approve or change the allotments of space made by the quartermaster officer. When time is limited, the regimental commander usually is engaged in reconnaissance and preparation of plans at the same time that the assembly area is being reconnoitered and occupied. In such cases, if he is able to anticipate a tentative plan of action, he may prescribe the general disposition of units in the area; otherwise the area is occupied according to the unit standing operating procedure.

b. The reconnaissance and occupation of an attack position is accomplished by the battalion or smaller unit in a manner similar to that for the assembly area. Ordinarily, battalions are released to the control of the battalion commanders, who begin the movement from the assembly area to the attack position in time to insure complete and coordinated dispositions for the attack. (For additional details on the reconnaissance and occupation of attack positions, see FM 7-20.)

131. SECURITY. a. The amount and nature of the security measures taken when the regiment is in an assembly area varies with the length of time the area is to be occupied, the nature of the expected enemy action, the security obtained from forces to the front, the nature of the terrain, and the available weapons and equipment. The security measures adopted may vary from the establishment of observation posts (when adequate security is obtained from forces to the front) to elaborate perimeter defenses including all weapons (as in jungles or dense woods, or at any other time when inadequate or no security is ob-

tained from forces to the front and enemy attacks are expected). Battalion commanders are responsible for the local security of their battalion at all times. When the battalions are in the regimental assembly area, their security measures are coordinated by the regimental commander. When they occupy individual assembly areas or attack positions, the battalion commander makes all necessary arrangements to provide adequate security.

b. In assembly areas and attack positions, passive means of *antiaircraft security* usually are employed. Individuals and units depend primarily on camouflage, concealment, and dispersion for their security. Active means such as the emplacement of mounted organic caliber .50 machine guns and attached or supporting antiaircraft units, are established if the length of occupation of the area and the threat of enemy air attack warrant. However, these weapons fire only when the enemy planes actually attack the assembly area or the attack position.

c. In assembly areas and attack positions, passive means of *antimechanized security* are taken where practicable, and active means are established as necessitated by the particular situation. Advantage is taken of all natural obstacles to tank movement, such as streams, closely placed stumps, large trees, or boulders. Active means include the emplacement of rocket launchers, recoilless weapons, and tanks, which cover likely avenues of hostile approach.

CHAPTER 6

THE OFFENSE

Section I. GENERAL

132. DOCTRINE AND MISSION. a. The mission of the infantry is to close with and destroy or capture the enemy. Normally, the regiment attacks as part of the division; however, with adequate reinforcements, the regiment is capable of independent action for extended periods.

b. In offensive action, elements of the regiment generally are employed in a combat echelon and a service echelon. The combat echelon is composed of reconnaissance and security elements, assault elements, and reserve elements. The service echelon is composed of service elements, supply elements, and medical elements.

c. Attack plans are carefully devised and coordinated to assure adequate supporting fires and the proper strength in the assault echelon, and to minimize casualties from direct and indirect fire weapons. Once the attack is launched, the assault echelon moves as rapidly as possible to close with the enemy and consolidate the objective gained.

133. TYPES OF ATTACK. a. **Meeting engagement.** This type of attack is a collision between two opposing forces, neither of which is prepared fully for

battle. In this type of action the time element is vital. A great advantage occurs to that force which first completes effective preparations for combat and launches its attack in a decisive direction. Rapid deployment facilitates the opportunity for being able to attack before the enemy can launch his attack. A meeting engagement is frequently an advance guard action and usually results in a piecemeal attack. Units are given missions and committed to action as they become available, and the control of supporting weapons is frequently decentralized. Speed in launching the attack and rapidity of action are more vital at first than a thoroughly coordinated attack with powerful fire support. The regimental commander achieves coordination as the action progresses, gradually developing his fires to support the hastily adopted plan of maneuver. The commanders of units not yet engaged are frequently directed to continue the movement of their units toward a prescribed area while they report for orders. Commanders of units already engaged normally remain with their command and send a selected staff officer to receive orders. Following receipt of the order, reconnaissance is limited to essentials, decisions are reached promptly, and orders to subordinate units are issued by the most expeditious means.

b. Attack against outposts or other delaying positions. In this type of attack the extent, strength, and flanks of the positions may not be easy to determine. This type of resistance usually is the first encountered by leading units in the movement to contact. Leading units normally seek to overrun the first hostile elements they encounter. Should efforts to over-

run the enemy fail, these units immediately extend their fronts to outflank the hostile detachments and destroy them or cause them to withdraw. Hostile elements continuing to resist are reduced by envelopment or by combined frontal and flanking action.

c. Attack against an organized position. In this type of attack thorough coordination and development of great fire power are required. The time required to launch a coordinated attack depends upon many factors, such as—

- (1) Training and combat experience of the attacking force.
- (2) Time required for reconnaissance.
- (3) Time required for planning, issuance, and dissemination of orders.
- (4) Time required to move troops and supporting units into attack positions.

134. METHOD OF ATTACK. Infantry attacks by combining fire, maneuver, and shock action, to close with the enemy and complete his destruction or capture, or to force his withdrawal. Whether an offensive battle is a meeting engagement, an attack on delaying positions, or an attack of an organized position, the conduct of the attack from the time the enemy is engaged until he is defeated is essentially the same.

135. FORMS OF ATTACK MANEUVER. **a.** There are two primary forms of attack maneuver—the *envelopment* and the *penetration*.

- (1) In an *envelopment* the main attack is directed against the flank or rear of the initial disposition of the enemy's main

forces and toward an objective behind his front lines. It seeks to surround that portion of the enemy's forces both in front of and on the objective. It usually is assisted by a secondary attack directed against the enemy's front.

- (a) A successful envelopment depends largely on the surprise attained and on the ability of the secondary attack to contain the bulk of the enemy's forces. Surprise is secured by maneuvering to avoid observation by the enemy, and by deceiving him.
 - (b) An envelopment avoids attacking on ground chosen by the enemy, and forces him to fight in two or more directions to meet the converging efforts of the attack. Every effort is made to strike the defender's flank or rear and to avoid any part of his organized front. Such an attack minimizes losses, handicaps the defender's ability to meet it promptly, compels the defender to fight on ground chosen by the attacker, and produces decisive results.
- (2) In a *penetration* the main attack passes through some portion of the area occupied by the enemy's main forces and is directed against an objective in his rear. It is characterized by a rupture of the enemy's dispositions, the seizure of objectives by operations through the gap, and the envelopment of one or both flanks created by the breakthrough.

- (a) A penetration depends for success on coordinated power. The more important conditions favorable to success are surprise; adequate fire power, especially artillery, to neutralize the area of penetration; favorable terrain within the hostile position for the advance of the attacking troops; and strength to carry the attack through to its objective.
- (b) In the penetration of a defensive position, the main attack is launched on a front that is wider than that of the contemplated breakthrough. This holds the enemy in place on the flanks of the penetration. The attack on the remainder of the hostile front is designed to contain the enemy and to prevent him from using his reserves.
- (c) Conditions demanding a penetration are enemy flanks which are unassailable, or lack of time to make an enveloping maneuver. Conditions favoring a penetration are overextension of the enemy, or terrain and observation favorable for more effective cooperation of the combined arms. A penetration often can be organized more quickly than can an envelopment.

b. The envelopment usually offers more decisive results than does the penetration. However, in the initial stages of an attack against a hostile position it is seldom possible for the regiment's main attack to pass the flank of the hostile position and to strike

its flank or rear unless the enemy is overextended or the regiment is on an exterior flank of a larger force. An interior regiment usually must make what is essentially a frontal attack; however, it endeavors to combine flanking with frontal action by rupturing the enemy lines and creating open flanks. The penetrating force secures positions from which it can bring flanking fire and maneuver against the newly created hostile flanks, or from which reserves can attack the hostile flank or rear.

c. Variations of the envelopment are the *turning movement* and the *double envelopment*.

- (1) A *turning movement* is an enveloping maneuver which passes around the enemy's main forces to strike at some vital point deep in the hostile rear. The force making the maneuver usually operates so far from the secondary attack that the principal tactical groupings may be beyond mutual supporting distance. (Supporting distance is the distance by which forces may be separated and yet permit one to move to the aid of another before it can be defeated by an enemy force.) Hence, each grouping must be strong enough or mobile enough to avoid defeat in detail. The turning movement is adapted particularly to highly mobile commands such as armored cavalry, motorized forces and forces transported by aircraft. It is employed by highly mobile forces in situations where the objective in the hostile rear can be seized by such a maneuver before

it is necessary to involve the enveloping force in a major engagement with the enemy. Deception, secrecy, and mobility are necessary for the successful execution of a turning movement.

- (2) A *double envelopment* is executed by three principal tactical groups; two enveloping attack forces and a secondary attack force. A simultaneous envelopment of both flanks generally requires considerable superiority. The command seeking to attack by double envelopment must be deployed, or be capable of deploying, on a broad front against an enemy who has a much narrower front or who has little capability for maneuver. The maneuver is executed by making a secondary effort in the center while striking with enveloping forces on both hostile flanks. When mobile forces are available in reserve, they may complete the envelopment by an attack from the rear. Because of the decisive results it promises this form of maneuver is used when conditions favor it. After an initial envelopment of one flank, favorable conditions for passing to a double envelopment through the use of reserves may be created when the success of friendly troops has placed the enemy at a disadvantage.

Section II. PREPARATIONS FOR AN ATTACK

136. GENERAL. a. Ordinarily the orders of the division commander assign the regiment a mission

(usually the capture of a physical objective), designate its zone of action, indicate the units which are attached or which will support the regiment, prescribe a general line of departure, and fix the time of attack. Based on these orders and on his reconnaissance and his estimate of the situation, the regimental commander formulates his plan.

b. All parts of the *commander's plan* contribute to accomplishing the mission. The adopted plan is based on all available information of the enemy situation and of the terrain; it gives the commander maximum control of the operation. A simple, thoroughly understood plan is most effective.

c. Plans are put into effect by means of orders (see ch. 3). Issued orders may be changed or supplemented as required.

d. In offensive action, time is important. Warning or fragmentary orders, announcing plans as they are developed, are sent to commanders of units which they affect to give the maximum time for reconnaissance and other preparations.

e. Plans are made as rapidly as is consistent with thoroughness, and the attack is launched without delay so the enemy will have less time to increase the effectiveness of his defense. However, the commander does not confuse speed with haste. To take thirty minutes to prepare for and coordinate an attack in which the unit requires three or four hours to capture its objective exemplifies haste. But to take three or four hours to prepare for and coordinate an attack which will enable a unit to capture its objective in thirty minutes exemplifies speed. When the enemy has occupied a position for several hours

or days, three or four hours delay to insure thoroughness may enable the attacker to increase the effectiveness of his attack tremendously while it enables the defender to increase the effectiveness of his defense only slightly. On the other hand, when the enemy is demoralized, a three or four hour delay may enable the defender to increase his effectiveness tremendously. The commander differentiates between the two situations and thereby avoids inefficient haste when the enemy is organized.

137. RECONNAISSANCE. **a.** Reconnaissance and planning for probable action are responsibilities of all units and they must be continuous if they are to be effective. Reconnaissance patrolling is progressively intensified by all agencies as the regiment approaches the enemy and prepares to attack. The enemy's general locations and dispositions or direction of movement usually are determined initially by air reconnaissance. This information and other pertinent data is furnished by the higher commander to the regimental commander before his own reconnaissance patrols make contact with the enemy.

b. Following receipt of the warning or attack order from higher headquarters, the regimental commander makes a map study to plan his terrain reconnaissance and to formulate a tentative plan of attack. He determines and announces the essential elements of information and directs the S-2 to coordinate the efforts of all regimental units and intelligence agencies in obtaining this information. Higher commanders are called upon to furnish information not obtainable by the regiment.

c. If time permits, the commander may make a detailed map and ground reconnaissance before he announces his tentative plan of attack. He may, in the interests of efficient use of time, make a map study, announce his tentative plan, and then execute his detailed ground reconnaissance while his subordinate commanders make their reconnaissance. In this case, unit commanders are later assembled to receive the attack order. If time is short the regimental commander may make only a map reconnaissance and possibly an air reconnaissance before issuing his order.

d. The regimental commander may designate certain staff officers and commanders of supporting units to assist him in his reconnaissance. These officers may accompany the regimental commander or make an individual reconnaissance at the commander's direction, reporting later on the results of their reconnaissance. The regimental commander may employ the intelligence and reconnaissance platoon to assist him in his reconnaissance, otherwise the platoon operates under the supervision of the S-2 to secure information of the enemy.

e. Besides the officers who accompany the regimental commander to assist him, motor messengers, radio operators, and, when necessary, a small motorized security detachment are included in the reconnaissance party.

f. Before formulating the final plan of attack, as much information as time permits is obtained concerning—

- (1) Initial objective, line of departure, and zones of action.

- (2) Key points and areas occupied, or likely to be occupied, by the enemy.
- (3) Areas swept, or likely to be swept, by hostile fire, or which are under enemy observation.
- (4) Location, extent, and type of natural and artificial obstacles, including mined or gassed areas.
- (5) Location, nature, and extent of favorable avenues of approach to the hostile position (areas where the defender's observation, fire, and use of tanks and mine fields are restricted by the terrain).
- (6) Location of suitable intermediate regimental or battalion objectives.
- (7) Location of suitable initial firing position areas, and targets for supporting weapons under regimental control.
- (8) Determination of the extent to which the regimental flanks will be protected initially by the location of adjacent units and the intervening terrain.
- (9) Suitable locations for the reserve, for supply and evacuation facilities, and for the regimental observation and command posts.
- (10) Location of likely areas of counterattack.
- (11) Location of any friendly units through which the regiment is to pass, and whether or not assistance may be expected from them.

g. During his reconnaissance the commander keeps in mind tentative decisions and plans and modifies or changes them as necessary. If time is pressing, he directs that changes that affect the immediate

action of his units be communicated without delay to their commanders. The regimental commander's reconnaissance crystallizes the attack plan, permitting the preparation and transmission of final orders to unit commanders. (For details of staff functioning and preparation of orders, see ch. 3.)

138. PLAN OF ATTACK. Based on the information secured by reconnaissance, the regimental commander decides how to use the elements of his regiment and the attached or supporting units to accomplish his mission in a minimum of time and with the fewest casualties. His final plan of attack insures maximum teamwork between the assault elements and the supporting arms and weapons. It consists of two main parts, *the plan of maneuver* and *the plan of supporting fires*. In addition, it covers the administrative details of supply and evacuation, and the establishment of the communication system necessary for control. (For details of supply and evacuation during the attack, see FM 7-30. For details of communication in the infantry regiment, see FM 7-24.)

139. PLAN OF MANEUVER. The regimental commander's plan of maneuver is his plan for using his maneuvering elements to accomplish his mission. These maneuvering elements are infantry battalions and tanks. The plan includes determination of battalion objectives; main and secondary attacks; specific missions to units; directions of attack; zones of action; lines of departure; the time of the attack; composition, location, initial mission, and probable

employment of the reserve; and initial security measures. Tentative plans for the immediate defense of the objective (when captured), reorganization, and preparations to continue the attack are also made at the time the initial plan of attack is formulated.

140. OBJECTIVES. **a.** Regimental objectives assigned by the division attack order may be classified as *close* or *distant* and may consist of terrain features or hostile tactical dispositions—

- (1) *Close objectives* usually are capable of being supported by all weapons from initial firing positions. They normally are assigned when the terrain or hostile dispositions indicate prolonged or difficult combat. The capture of such an objective ordinarily requires a period of reorganization and perhaps a period of rest. Leap-frogging by units permits a period of reorganization and rest without diminishing the impetus of the attack.
- (2) *Distant objectives* usually require the assignment of intermediate objectives used to assist control, to protect the routes of advance, or to afford advanced firing positions for supporting weapons. Intermediate objectives also may facilitate flanking action or render nearby portions of the enemy position untenable. The seizure of an intermediate objective should not be used as an excuse to diminish or retard the impetus of assault but, on the contrary, should result in increased pressure on the enemy. Reorgani-

zation, if essential, is executed promptly and the attack is continued.

b. The selection of an objective involves a consideration of favorable and unfavorable characteristics. An objective possessing the most favorable characteristics—

- (1) Is easily recognized on the ground.
- (2) Facilitates the accomplishment of the mission and probable future action of the regiment.
- (3) Affords good observation and suitable terrain for fire support for any further advance.
- (4) Is within effective range of supporting weapons located on or behind the line of departure or the previous objective.

141. MAIN AND SECONDARY ATTACKS. **a.** Frequently the regimental scheme of maneuver envisages one battalion attacking to capture objectives that produce decisive results, while another battalion facilitates the attack of the first battalion by fully occupying the enemy to prevent him from shifting reserves or thinning out his forces to accumulate larger reserves. The effort from which decisive results are anticipated is the *main attack* and the other effort is the *secondary attack*. Neither, however, is so labeled in orders, or otherwise, because both contribute to the attainment of the regiment's objectives and both require full use of means allocated for them by the regimental commander. He weighs the two attacks by assignment of objectives, allocation of

supporting units and fires, and variations in width of zones of action.

b. Seldom is the cover from fire and concealment from observation afforded by the terrain uniform in all parts of the regimental zone of action. Also, available supporting fires normally are insufficient to neutralize simultaneously all the hostile forces opposing the advance of the regiment. Therefore, the commander's plan provides for a concentration of effort to advance a portion of the assault echelon toward those objectives whose capture will facilitate the advance of the rest of the regiment. This is the *main attack* of the regiment. Because the enemy also recognizes these objectives as critical terrain features, he can ordinarily be expected to defend them in strength. Consequently, the regimental commander normally is forced to make his main attack against enemy strength. In the execution of the main attack, however, he makes every effort to locate weaknesses in the enemy's dispositions or in the terrain where the defender cannot use his weapons or obstacles to advantage, where covered approaches permit an advance close to his position, or where his defensive works are exposed to observation and fire.

c. To be effective, *the secondary attack* force is assigned an objective and is given the necessary means to capture that objective; the regimental commander reinforces it with as much of the offensive power at his disposal as he can without jeopardizing the success of his main attack. Although the secondary attack is never made by fire alone, under favorable conditions a combination of direct and indirect fires can be used to accomplish, for comparatively brief

periods, the purposes of a secondary attack. When it is necessary to deceive the enemy for a very short period of time, the regimental commander seeks ways of using fire alone to accomplish this purpose.

d. Sometimes it is impracticable for the regimental commander to determine initially when or where the main attack is to be made. In such cases he attacks with equal strength along his entire front; or, if possible, he retains freedom of action by disposing his forces in depth, holding out strong reserves, and maintaining close control of his supporting weapons.

e. Frequently, some unexpected development in the situation results in such success of the secondary attack that it is advisable to exploit that success and make it the main attack. The regimental commander is alert for such developments and grasps them without hesitation, using his reserve elements and changing priorities of supporting fires to conform to the change in plan.

142. EMPLOYMENT OF UNITS. **a.** The means which a regimental commander has to capture his objectives are his three battalions and his tank company (for a detailed discussion on the employment of tanks in the attack, see par. 150). The remainder of the regiment is designed to control these maneuver elements and to provide them with fire and logistical support. The regimental commander employs as much of his maneuver force in his assault echelon as he decides is necessary to accomplish his mission. He retains a portion of the maneuver force as a reserve, or improvises a reserve from other elements of the battalion.

b. In the attack the elements of the regiment do not maintain any fixed position with relation to each other, as is sometimes the case with smaller units. The maneuvering elements proceed according to the plan of maneuver, and the reserve and supporting weapons move forward by bounds as the attack progresses. The distribution of regimental units in the attack is governed by the—

- (1) Mission.
- (2) Terrain.
- (3) Information of the enemy.
- (4) Available reinforcements.
- (5) Width of the zone.
- (6) Necessity for security.

c. Because these factors may vary at different times in the same attack, the regimental plan of maneuver is flexible to permit adjustments for these variations.

d. The regimental commander attacks with two battalions in the assault when the next objectives are so placed or so defended as to require that force (see fig. 2). This plan has the advantage of providing great power in the assaulting echelon, yet permitting an adequate reserve to be retained.

e. The regimental commander initially attacks with one battalion in the assaulting echelon when that force can capture the next objective, when the situation is obscure, when he desires to retain flexibility by having two battalions in reserve to exploit success, and when he desires to obtain surprise by striking the enemy from an unexpected direction (see fig. 3).

f. At times, when the enemy's mutual support between his forward defense areas prevents an initial one-battalion attack, the commander may attack initially with two battalions in the assaulting echelon and then continue his attack with one battalion after the enemy's forward positions have been taken (see fig. 4).

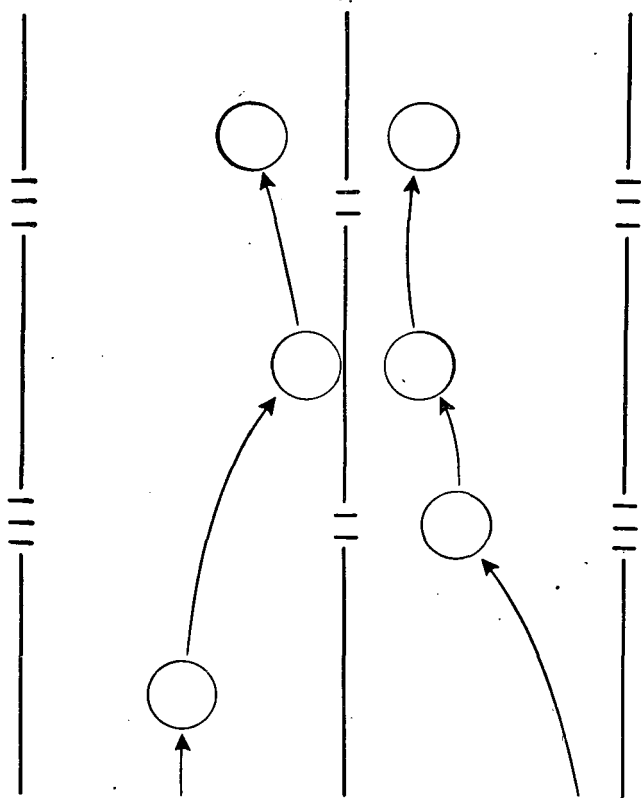


Figure 2. Plan of maneuver—two battalions abreast.

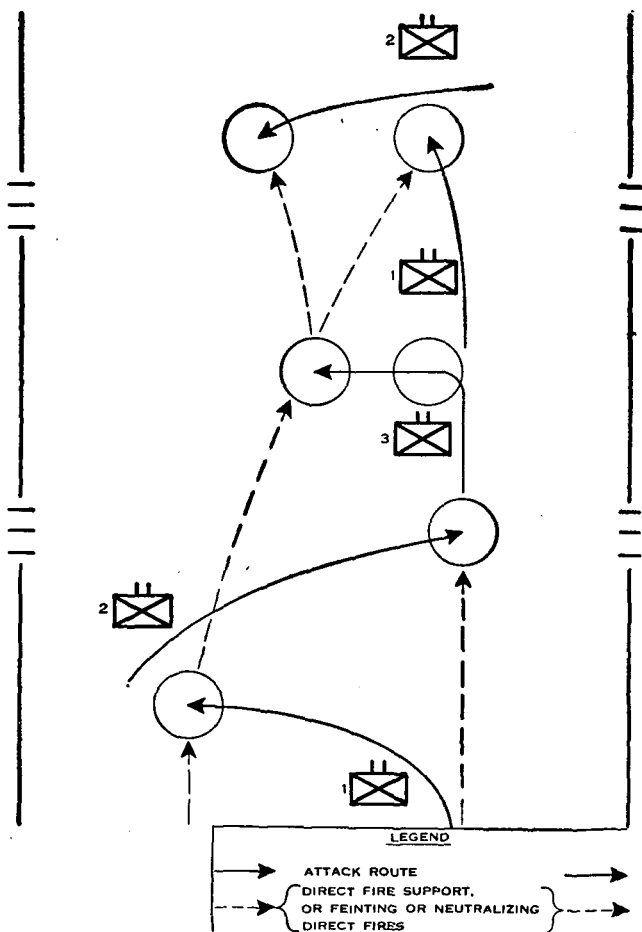


Figure 3. Plan of maneuver—one battalion, initially in assault.

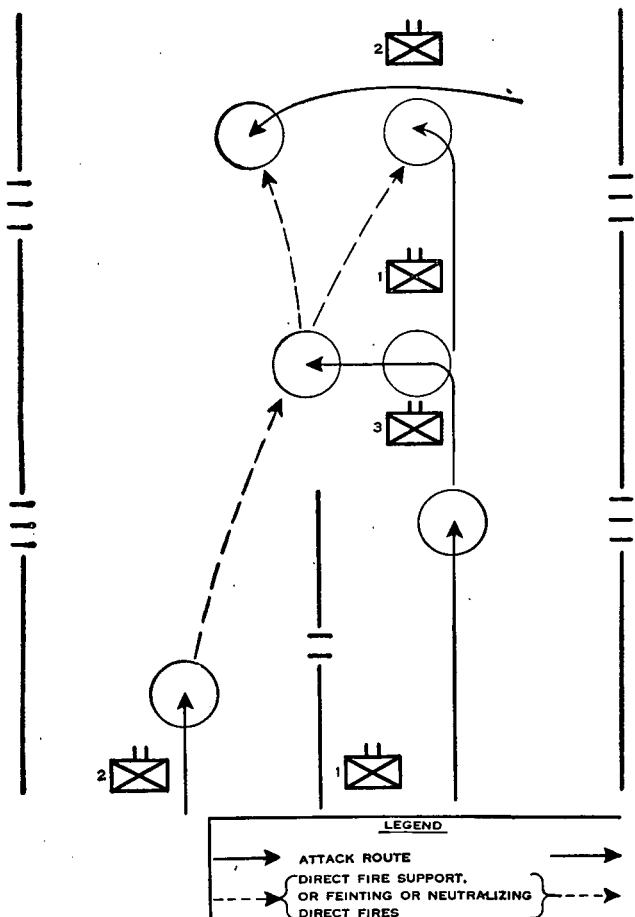


Figure 4. Plan of maneuver—two battalions initially abreast—subsequent maneuvers by successive battalions.

g. The maneuver of successive attacks by battalions leap-frogging each other (passing through or around) (figs. 3 and 4) has several advantages. It gives better opportunities for local changes of direction with resultant confusion to the enemy; it provides more opportunities for direct fire support; it provides successively occupied areas, the garrisons of which are prepared and ready to repel counter-attacks; and it increases over-all efficiency by giving each battalion more time for preparing successive attacks.

h. There are times when an attempt at such a maneuver would fail. For example, when the intervals between the enemy's defense areas are small and when the enemy thereby has effective mutual support between such areas, it would be extremely hazardous to expose a battalion's flank to the fires of one position while attacking another. However, when upon first consideration it appears that the enemy's dispositions preclude successive one-battalion attacks, further study may show that the skilled use of smoke and fires temporarily will neutralize the enemy's observation and fires so that a fast moving battalion can close upon its objective with few casualties.

i. Exceptionally, three battalions initially may be employed abreast to seize a limited objective in a wide zone which is held by the enemy in uniform strength. If one or both flanks of the regiment are exposed, the reserve may be echeloned toward the exposed flank or flanks.

143. ECONOMY OF FORCE. The regimental commander practices economy of force to mass his forces

and provide a concentration of effort at the decisive point in his zone. He does this by—

a. Determining the *minimum force* needed for a high probability of success in capturing each of his objectives. The regimental commander avoids the habitual use of a battalion when a smaller unit can be successful. To use a battalion when a rifle company can capture the objective needlessly exposes soldiers to enemy fire and at the same time needlessly tires them.

b. *Thinning out his secondary attack* by assigning a relatively wider frontage to it and by using the minimum force necessary to accomplish the *secondary attack mission*.

c. Using the *minimum force* necessary for *security* and other *subsidiary missions*. To use too large a force on a security mission is an error second in magnitude only to using too small a force.

144. DIRECTION OF ATTACK. The regimental commander designates the direction of attack by successive landmarks and, when necessary, by magnetic azimuth. When the directions of attack of two or more battalions converge; for example, when part of the regiment attacks to outflank hostile resistance on the initial regimental objective while other portions of the regiment attack frontally, separate directions of attack are prescribed for the flanking and frontal attacks. Otherwise, only the general direction of the regiment's advance is prescribed.

145. ZONES OF ACTION. a. A zone of action is the assigned area in which a unit acts and for which it is responsible. The flanks of the assigned zone limit unit reconnaissance and tactical movements unless

the temporary use of an adjacent zone has been coordinated with the adjacent commander. The zone of action for the regiment is prescribed in the division attack order. Factors which influence the selection of zones of action are the mission of the regiment; the depth of the attack; the amount of fire support and available reinforcements; the terrain; and the extent of hostile resistance in the zone. These same factors govern the selection of the zone of action that the regimental commander assigns to each assault battalion.

b. The zone of action of a regiment usually extends through the hostile position to the regimental objective. Battalion zones may be of any depth, depending on the particular mission to be accomplished. However, the zone of action of the battalions making the main attack normally includes the regimental objective. Boundaries of the zones are prescribed far enough behind the line of departure to include all combat elements of the assault battalions; they may extend back to battalion assembly areas. Ordinarily a boundary is not assigned to a regiment or battalion on an open flank.

c. Each assault battalion assigned a zone of action is responsible for the destruction or capture of all hostile elements within that zone. However, the battalion does not necessarily occupy the entire zone of action. If practicable, boundaries between battalions are selected so that key terrain features on or near a boundary are entirely within a zone of one battalion. The points designating the boundary are terrain features which are easy to recognize on the ground.

d. To take advantage of favorable routes of approach, units or fractions of units may be authorized

to move temporarily into adjacent zones. Reserves are frequently moved into adjacent zones to obtain advantageous positions for flanking attack. Such movements must not interfere with adjacent units and are made after coordinating with the commander of the adjacent unit.

146. LINE OF DEPARTURE. **a.** A general line of departure is designated by higher commanders to coordinate the advance of the attack units and the use of supporting fires. The regimental commander may prescribe the line of departure in more detail for his battalions.

b. The line of departure ordinarily is located on or behind the last available terrain which can be reached without exposure to hostile observation and small-arms fire. It should be easy to recognize on the ground and is as nearly perpendicular to the axis of attack as practicable. Where the selected line of departure does not afford the best available cover, it need not be occupied before the attack, although it is crossed at the prescribed time. In any case it is located where troops do not have to fight to reach it.

c. When a clearly defined line is not available on the terrain, the regimental commander may direct each assault battalion to begin its attack from a prescribed area, selecting and reporting its own line of departure.

147. TIME OF ATTACK. **a.** The time of attack usually is prescribed by the division order. The regimental commander may announce it as a definite

hour, or he may direct the battalions to start the attack on a prescribed signal, or immediately following the execution of a specified tactical action.

b. When the time of attack is set by the regimental commander, he allows time for preparations by his unit commanders, and for the movement of units to their attack positions. Although the time required to prepare for an attack is held to a minimum consistent with thoroughness, the commander recognizes that an efficient attack depends to a large degree upon proper preparation. Therefore, time judiciously used in planning and preparing saves time before the objective is captured (see par. 136).

c. If the regimental commander has prescribed a line of departure behind the line set by the division commander, he advances the time of attack to insure that his leading elements will cross the division line of departure at the time prescribed in the division order.

148. RESERVES. **a.** When possible, part of the strength of the regiment is held in reserve to exploit enemy weakness developed by the assault echelon; to strike the final blow necessary to capture an objective; to maintain the impetus of and continue the attack; or to repel counterattacks.

b. The reserve commander is informed as soon as possible so he can make plans for the probable future employment of the reserve. Such information is particularly important when it is planned to employ the reserve immediately after the assault echelon has captured a specified objective.

c. Assisted by his staff and his unit commanders,

the reserve commander reconnoiters probable areas of employment for the reserve and routes to them; and he plans the probable future employment of his unit. These plans are submitted to the regimental commander for his approval.

d. As the attack progresses, the reserve commander insures that reconnaissance on which to base future plans is continued as far forward as possible. As the progress of the assault echelon makes certain of his plans obsolete and makes the requirement for new plans apparent, he discards old plans and makes new ones.

e. When the situation is relatively clear and great strength is required in the assault echelon, the reserve may consist of one battalion disposed to form the maneuver. When the situation is obscure or a long advance is required, or when the objective can be captured by one battalion, the reserve may consist of two battalions disposed in depth. When the regiment is making a limited objective attack over a wide front with its battalions disposed abreast, the regimental reserve may be no larger than a company. When the initial reserve is considered inadequate, the regimental commander may require the battalion commanders to secure his approval before employing their reserve companies.

f. The reserve is located initially where it has maximum protection against hostile observation and air and tank attack, where it can furnish flank security, and where it is able to move rapidly to points of probable employment. It is kept within supporting distance of the attack echelon. The reserve is located generally behind the main attack of the regi-

ment to facilitate its employment, to exploit success, or to add impetus to the action. If the regiment is acting as the enveloping force of a larger unit, the reserve usually is disposed so it can be used to exploit or extend the enveloping action. When the regiment has an exposed flank, the reserve is disposed so it can move to meet any hostile threat that may develop on that flank.

149. SECURITY. a. Regardless of the security measures taken by higher commanders, the regimental commander is responsible for the close-in protection of his regiment throughout the attack. Protection of an interior flank usually is provided by the presence of the adjacent unit, if that unit is ahead or generally abreast. If observation of the adjacent unit cannot be maintained, or if contact is likely to be lost, a connecting group is detailed to maintain contact. The connecting group reports periodically, and at any other necessary time, the location of the flank of the adjacent unit.

b. A flank guard is detailed for an exterior flank, or for an interior flank when the location of the adjacent unit or the nature of the intervening gap would permit a hostile flanking counterattack. Another means of providing security on an exposed flank is to locate the reserve toward that flank with the mission of providing flank protection. The size of the security elements depends upon the terrain, the distance to adjacent units, and the capabilities of the enemy. Such security detachments may have elements of the intelligence and reconnaissance platoon attached or working with them.

c. Connecting groups and flank security detachments are furnished by the reserve or by the unit on the flank. When groups are sent on these security missions, they are provided additional means of communication.

d. The regimental tank company operates with a dual mission—to increase the fire power and shock effect of the infantry, and to assist in providing anti-tank protection for the regiment. The priority of these missions depends primarily on the threat of enemy armored attack. During the attack the tank company ordinarily is attached in whole or in part to the battalions. Since battalion and other unit commanders are responsible for the security of their units, they use the antitank weapons available to them and the passive protection afforded by terrain and artificial obstacles.

e. The regimental antitank mine platoon is employed in coordination with the tank company, other organic antitank means, and attached or supporting engineers to provide antitank protection of the flanks and rear; to provide antitank protection during reorganization; to reconnoiter and breach enemy mine fields; and to accomplish pioneer missions. (For a detailed discussion of the employment of the antitank mine platoon, see FM 7-25.)

f. If anti-aircraft units are attached to the regiment, they protect the area containing the unit considered most vital to the success of the attack plan. If artillery is also attached to the regiment, its area usually is considered most vital, but the area occupied by the regimental reserve or other installation may be considered more vital than the artillery for

the particular situation. Battalion and other unit commanders are responsible for the antiaircraft security of their units at all times. They use antiaircraft weapons available to them, and use dispersion, concealment, and camouflage as passive protection measures.

g. The regimental commander insures that the regimental command post is provided with adequate local security. This usually is provided by the security platoon of the regimental headquarters company. Exceptionally, command post security elements may be obtained from the reserve.

h. Security of the regimental train bivouac, unless provided by higher units, is charged to the service company commander. He provides a system of air and antitank guards and a small interior guard. He also prescribes an alert system for assembling the bivouac personnel at designated positions. When necessary, he requests additional troops and weapons, which may be detailed from the reserve. Passive defense of this bivouac is sought by locating it where it has the concealment and protection of natural obstacles, and by dispersing activities within the area.

150. TANKS. a. The inclusion of tanks in an operation affects both the plan of maneuver and the plan of supporting fires. The regimental tank company gives the regimental commander an organic, powerful maneuver and fire support element. Also, the commander frequently has additional tank units attached, ranging from one company to one or more battalions.

b. When only the regimental tank company is available, the commander may attach one or more tank platoons to each battalion, depending upon his plan of operation. If one battalion is operating against a decisive regimental objective or if the terrain is favorable for tank employment in one part of the regimental zone and unfavorable in the remainder of the zone, the regimental commander may attach all or the bulk of the tank company to the one battalion.

c. When an additional tank company is attached, it may be further attached as a unit to an infantry battalion, or one or more of its platoons may be attached to two infantry battalions, depending upon the situation. In making these attachments the commander avoids intermingling elements of different tank units.

d. In fast moving situations, such as in the exploitation phase, one or more tank battalions may be attached to the regiment to form powerful, highly mobile infantry-tank teams. Depending on the terrain and the character of enemy resistance these teams may be infantry-heavy, tank-heavy, or balanced with respect to the ratio of infantry and tank units. Usually, due to the relative strength of the infantry units and the tank units which may be expected to be attached, the regimental commander forms balanced or infantry-heavy teams. The tank-heavy team normally is employed on tank missions, in which case the infantry is attached to the tanks.

e. If one tank battalion is attached, the regimental commander may employ the entire tank battalion with one infantry battalion, and attach elements of

the regimental tank company to other units of his regiment. This plan has the advantage of forming a strong force, balanced in fighting structure. Most frequently it is employed in the exploitation phase when the regiment is attacking in a column of battalions and it is desirable to have a strong mobile force at the head of the regiment. It may be employed also when the regiment is attacking with battalions abreast and one portion of the regimental zone is more favorable for tank employment than the remainder of the zone.

f. If one tank battalion is attached, the regimental commander may also employ the tank battalion, less one company, with one infantry battalion; the remaining tank company with another infantry battalion; and the regimental tank company with the remaining infantry battalion. This plan has the advantage of providing strong tank support to each infantry battalion, and it may be used when the regiment is attacking with battalions abreast against determined resistance.

g. If two tank battalions are attached to the regiment, the commander usually employs each of the tank battalions with an infantry battalion and attaches the regimental tank company to the remaining infantry battalion. (For a detailed discussion of the employment of the tank battalion, see FM 17-33.) Command of the balanced infantry-tank team is established by attaching one of the units (tank or infantry) to the other unit which has the primary role in the attack.

151. PLAN OF SUPPORTING FIRES. **a.** The plan of supporting fires provides fire support for the maneuvering elements. The plan coordinates the employment of all crew-served weapons of the infantry, the artillery, and other supporting units, with the scheme of maneuver by placing fires at points where they contribute most to the successful accomplishment of the regimental mission. The amount of supporting fires is seldom, if ever, sufficient to neutralize simultaneously all the hostile forces opposing the regiment's advance. The plan of supporting fires is designed to give maximum assistance to the advance of the attack; therefore, the major portion of the available fire support is directed initially against those targets which, if neutralized, permit the greatest advance.

b. Smoke may be used to obtain temporary, partial neutralization of the enemy's defenses. Although this neutralization is partial, it is sufficient for protecting advancing troops during the time required for closing with the enemy.

152. ARTILLERY FIRES. **a.** A battalion of light artillery usually is placed in direct support of each attacking infantry regiment. If the regiment is on an independent mission, the artillery is attached. The supporting artillery is responsible for maintaining liaison and communication with the supported infantry unit. The artillery commander or his representative remains at the infantry regimental command post. The artillery unit also sends a liaison officer and section to each infantry battalion. Artillery forward observers normally accompany each rifle company to observe and to adjust artillery fires needed to support the action of the company and bat-

talion. In emergencies, infantrymen act as forward observers using any available communication channel to the artillery.

b. The infantry regimental commander, with the assistance of the artillery battalion commander, prepares the general plan of artillery fire support. The regimental commander explains the situation, his plan of attack, and the artillery support desired. The artillery commander indicates the present location of his batteries and observation posts, the terrain he now commands with observation and fire, how he can most effectively support the attack, and any observation posts he may desire during the advance. Based on this information, the regimental commander arranges the general plan of artillery fire support. This general plan usually includes the location and duration of any concentrations to be fired before the attack, and the priority in which the artillery is to give support to the assault battalions during the initial stages of the attack.

c. The commander of each assault infantry battalion informs the artillery liaison officer of the detailed artillery fire support desired for his battalion. The artillery battalion commander consolidates these fire plans based on the general plan of the regimental commander and on the priorities already established, and publishes his detailed plan of close supporting fire. This plan of artillery fires is then transmitted through the liaison officers to all concerned. The fire plan of infantry and other supporting weapons is coordinated with the plan of artillery fires.

d. The supporting artillery commander must constantly know the location of the leading assault ele-

ments. He keeps informed of any changes in the original plan of the supported infantry unit.

e. If rocket fires or the fires of additional artillery battalions are to be made available to the infantry regiment, these fires are normally obtained and controlled through the direct support artillery battalion.

153. ANTIAIRCRAFT ARTILLERY FIRES. In situations where the enemy air threat is not important, elements of the division antiaircraft battalion may be attached to the infantry regiment for support of ground operations. They may be used as a unit or they may be attached to battalions. When used in this role, the antiaircraft units' primary mission is ground support, and their fires are directed at ground targets. They are used to provide a heavy volume of automatic machine gun and high explosive fires, either to strengthen or to replace portions of the organic or attached supporting fires.

154. HEAVY MORTAR COMPANY. a. The heavy mortar company is used habitually in general support of the regiment, with priority of the fires of particular platoons to specific battalions. When fire control by the mortar company commander is impracticable, elements of the company may be placed temporarily in direct support of assault battalions. In such cases, the battalion commander and the mortar company commander or his representative prepare the fire plan for mortar support. The mortar company commander sends a liaison representative to the infantry battalion commander, and forward observers to the assault companies.

b. Fires of the mortar company are used primarily to destroy or neutralize enemy troops and weapons which offer the greatest threat to the accomplishment of the regimental mission, and which can be engaged more readily by mortars than by the supporting artillery. The mortar also is capable of firing smoke missions. Plans for using the mortar company on smoke missions include a study of the location of areas to be screened before and during the attack, the duration of the smoke screen, and the priority in which the mortars are to furnish high explosive or smoke fire support to the assault battalions. When a battalion is sent on an independent mission, elements of the mortar company may be attached to it. (For details of the employment of the mortar company during the attack, see FM 7-37.)

155. TANK FIRES. Although tanks essentially are maneuvering elements (see par. 150 and FM 7-35), exceptionally they may be used as a fire support element. When a tremendous volume of fire is desired, the tank elements may, under division or corps control, participate in the preliminary bombardment, later joining their respective infantry units for the attack. Also, when attacking a strong enemy position where the enemy has employed extensive obstacles, the tanks may support the infantry by fire from stationary positions, later joining the assaulting troops when the obstacles have been breached.

156. CHEMICAL FIRES. Normally, chemical fires using toxic chemical agents such as blister gases, choking gases, and nerve gases, are executed by chemical corps mortar battalions. Except for small

targets, the regimental mortar company is incapable of using nonpersistent casualty gases successfully, since target coverage with lethal dosages should be obtained in two minutes of fire. Persistent casualty gases, such as blister gases, may be fired successfully because contamination can be built up over a period of time. However, due to complications of ammunition supply, the need for normal supporting fires, and the existence of specialized chemical troops, chemical fires by the infantry mortar company (other than smoke or incendiaries) are exceptional.

157. SMOKE. a. The use of smoke is an effective aid in the attack. Screening smoke is used to neutralize hostile observation posts, to blind individual and crew-served direct fire weapons, and to conceal the attacker's maneuvers. It also may be used for deception and to conceal activities or installations, as in a river crossing. Smoke of the white phosphorous type produces casualties and has incendiary effect. Smoke also is used to mark targets for air attack and to mark the bomb safety line (see par. 158).

b. The heavy mortar company is the most effective smoke-providing unit organic to the regiment. The 60-mm and 81-mm mortars of the infantry battalions have limited smoke laying capabilities. Other means include recoilless rifles, rocket launchers, and hand and rifle grenades.

c. Each platoon of the heavy mortar company, with its normal load, is equipped to place a smoke screen eight hundred yards long and to maintain it under average conditions for about twenty-five minutes.

d. Smoke also may be furnished by Chemical Corps units (smoke generators and mortars), artillery, and aviation.

e. When smoke screens are planned, consideration is given weather conditions, particularly wind direction and drift of smoke clouds, to insure they will not hinder observation or maneuver of friendly units (see FM 3-5).

158. AIR SUPPORT. **a.** The tactical air force normally cooperates with ground forces by—

- (1) Preventing, to the maximum extent feasible, enemy air interference with ground operations.
- (2) Isolating the battle area by restricting movements of enemy troops and supplies into, within, or from the selected area.
- (3) Providing close air support to attack hostile ground targets which are so close to friendly forces as to require detailed integration of each air mission with fire and movement of those forces.

b. Air missions for the ground forces are classified as—

- (1) Preplanned air attacks executed by elements of the tactical air force against targets well removed from the regiment's immediate battle area. (Coordination is necessary only in planning.)
- (2) Preplanned air attacks against targets in the vicinity of the battle area. (These attacks require close coordination throughout.)

- (3) Attacks on targets discovered during the course of battle which require immediate air attack, to include missions based on information received from air reconnaissance, ground force requests, and armed reconnaissance missions dispatched for this purpose.

c. The following measures aid in coordinating infantry-air action—

- (1) *Designation of the bomb line* to guard against accidental air attacks on friendly ground forces. (Very prominent terrain features such as roads, railroads, large streams or rivers, and edges of prominent woods are used. Normally, hills or high ground, unless distinctive for reasons other than height, are not suitable for marking bomblines.)
- (2) *Adherence to the bomb line* prescribed by a higher ground force commander. (The air force is free to attack targets on the hostile side of the bomb safety line without clearances; but to attack targets on the friendly side, clearance is obtained from the ground commander and the necessary air control facilities must be in operation to control the air strike. The bomb line for fighter bombers is rarely closer than 1,000 yards in front of the most advanced infantry elements, while for medium and heavy bombers the distance is considerably greater.)
- (3) *Use of the tactical air control party.* (The forward air controller, the air officer in

charge of the Tactical Air Control Party, operates with ground units during critical operations. With an air-ground radio he orally guides aircraft to targets that he can see and that are designated by the ground unit.)

- (4) *Requesting air action against targets of opportunity* through the air-ground operations system. (Targets are clearly defined so as to be readily identifiable from the air. Light and medium artillery may be used to mark targets for air attack with colored smoke, adjusted by forward observers or by light aviation. The bomb line itself might be so marked. Illuminating shells may be used at night. Information as to approval or disapproval of each request, together with related information on time and strength of the air attack, is furnished the requester.)
- (5) *Informing ground troops concerned of the air-ground plan*, particularly of the time and place the air force will strike. (For additional details of requesting and coordinating air strikes, see FM 31-35.)

159. WEAPONS OF THE REGIMENTAL RESERVE. a.

The regimental commander uses the weapons of his reserve battalion(s) to assist the assault echelon when suitable targets and firing positions for the weapons are available, and when the weapons can be withdrawn from action and returned to the reserve, in good condition and with normal ammunition loads, in time for them to be of use when the reserve is em-

ployed. This latter necessity usually limits their employment to missions permitting their quick withdrawal from action. The problems of control and coordination, together with the requirements of range and volume of fire desired, normally limit the weapons employed to those of the heavy weapons company of the reserve battalion(s). The requirement of rapid withdrawal from action and the frequent lack of suitable positions for direct fire weapons often limits the employment of the reserve battalion(s) weapons to mortars or other indirect fire weapons.

b. Although the weapons of the reserve may be employed to assist the assault echelon during any phase of the attack, they are used most frequently to support the initial stages of the attack. The weapons also may be employed to occupy positions near the reserve for protection of a flank and for the delivery of flanking fires from positions near the reserve to assist the advance of an adjacent unit.

160. COORDINATION OF FIRES. **a.** The regimental and battalion plans of supporting fires are coordinated to insure that there are no critical enemy areas inadvertently neglected, and to insure that there is no needless duplication of effort. The regimental commander may coordinate the fire plan by announcing his fire plan and allotting priorities of fire of the mortar company, artillery, and other supporting weapons to his battalions.

b. Frequently the commanders of battalions in the assault submit to regiment their fire plan for their organic and attached weapons, together with a re-

quest for specific artillery and mortar fires. The regimental commander then prepares the over-all fire plan. If only one battalion is employed in the assault echelon, that battalion commander may prepare the entire fire plan.

161. SURPRISE BY FIRE. **a.** Surprise may be gained by variations in the means and methods in which the commander employs his supporting fires. For example, surprise may be gained by not firing the usual preparation before an attack; that is, the moment the concentrations strike the enemy, the troops cross the line of departure. A variation of this means of achieving surprise by fire is the use of auxiliary targets whereby fires are registered on points some distance away from the intended target and then at the psychological moment are shifted to the target. Another variation in which the unexpected mass of fires produces surprise is the use of time on target shoots (TOT). Here a limited number of weapons are registered on the target over a period of time so as not to alert the enemy, then with the data obtained from his registration applied to all available weapons, a great mass of fire suddenly is placed on the enemy.

b. Fires also may be placed on false targets while the maneuvering forces attack another objective with a last minute preparation or without a preparation. An example, where varying the length of concentrations may result in the achievement of surprise, is the use of fires in a night attack whereby concentrations of varying length and intensities are fired at the enemy at average fifteen to thirty minute intervals;

during the last concentration the attacking troops close with the enemy. The judicious use of mixed impact and time fires may produce surprise and upset the emotional balance of the enemy. Also an enemy position may be enveloped in smoke to induce him to believe that an attack, under the cover of the smoke, is imminent and then high explosive fires placed on the position to catch the enemy with his head up, manning his weapons.

c. Other means include the use of unobserved fires, or fires adjusted by radar or other electronic means, whereby the enemy is suddenly struck by fires from which he had felt secure. Fires at unusual ranges may be used to produce surprise; for example, the use of antiaircraft artillery weapons, with their much greater range, against ground targets may strike the enemy in areas well to the rear where he has felt secure from artillery bombardment.

162. COMBAT ENGINEERS. a. A company or a platoon of engineers may be attached to or placed in support of the regiment. Ordinarily, the regimental commander uses the available engineer unit in general support of the regiment, but he may place it (or part of it) in support of specific battalions.

b. Engineers are used on work requiring technical skills and special equipment. Their primary missions in the infantry division include demolitions; construction, maintenance and repair of roads, bridges, and bypasses; installation and removal of mine fields, and other obstacles; and provision of equipment and technical assistance to the infantry in river crossings. Other missions include assistance

in the assault of fortifications and assistance in the improvement of command posts, shelters, and defensive installations. Combat engineers can be used in dire emergency, if engineer missions are abandoned, for combat as infantry, particularly as reserves.

c. Seldom are sufficient divisional engineer troops available to perform all engineer work necessary in the regimental zone of action. Consequently, the infantry performs as much of this work as possible, assisted by engineers when technical advice or special equipment is required. For this reason the infantry itself clears passages through wire; bridges narrow and shallow streams with logs or timber; and lays and removes antitank mines and antipersonnel mines whenever possible. Engineers usually are detailed to remove obstacles, mines, and booby traps encountered in large numbers on routes of communication. (For additional details on the organization and tactical employment of engineer units, see FM 5-6.)

163. SUPPLY AND EVACUATION. a. Planning for supply and evacuation during tactical operations is a command responsibility. The successful completion of an otherwise sound plan of attack may be jeopardized by improper planning and execution of supply and evacuation. Before finally deciding his plan of attack, the regimental commander receives recommendations from the regimental S-4 for the initial location of the regimental train bivouac and ammunition supply point, the route of ammunition advance, method of feeding troops, and traffic restrictions. He also receives recommendations from the regimental surgeon regarding the establishment of the medical

installations and the evacuation plan. If these recommended plans do not adequately support this plan of attack, the regimental commander alters them or prescribes new plans.

b. Appropriate instructions concerning supply and evacuation are incorporated into the order for the attack; other instructions are issued in fragmentary form. During the conduct of the attack the regimental executive officer supervises the execution of the supply and evacuation plans. This permits the regimental commander to devote his time to the tactical operation of the regiment. (For additional details of supply and evacuation during the attack, see FM 7-30.)

164. SIGNAL COMMUNICATION. **a.** It is the responsibility of the commander to familiarize himself with the available communication means (see FM 7-24) and to employ any or all of these means as necessary to adequately meet the requirements of the situation. If the situation does not require or permit all of these facilities to be employed, he decides which are to be emphasized at that time.

b. With adequate communication the regimental commander keeps constantly abreast of the changes in the situation of his battalion as well as in those of adjacent and higher units. A constant flow of information, both to the front and to the rear, permits the commander to issue timely orders and to make appropriate changes in his tactical groupings, plan of maneuver, and plan of supporting fires.

c. The regimental communication officer is responsible for and supervises the establishment and opera-

tion of communication by the regimental communication platoon.

d. If not prescribed by higher commanders, the initial location of the regimental command post and its axis of advance (axis of signal communication) are determined by the regimental commander. The communication officer constantly keeps informed of the tactical plans to provide for early installation of communication essential to controlling the attack. Battalions may select and report their axis of signal communication; or these may be prescribed by the regiment. Every effort is made to facilitate the later use of a battalion axis of signal communication by the regiment. If possible, the regimental command post is located centrally in the zone of action. (For additional details of communication within the regiment and within the division, see FM's 7-24 and 7-25, respectively.)

165. ORDERS. A regimental commander's attack order is a clear concise statement of those elements of his plan of attack which his units need to accomplish the mission. It is issued in time to allow adequate preparation by the units, to include reconnaissance, preparation of plans, and issuance of orders. Warning and fragmentary orders are used freely to inform commanders of plans for the use of their units. When the attack is to be made at or near dawn, the essential elements of the regimental attack plan should reach unit commanders in time for them to make a reconnaissance before darkness. (For the details to be included in a five-paragraph regimental attack order, see app. VI.)

Section III. CONDUCT OF THE ATTACK

166. FLEXIBILITY. An attack seldom goes exactly as planned. The regimental commander vigorously carries out his plan, but he does not adhere to it blindly. He is alert to exploit favorable developments and to overcome unforeseen obstacles. He gives his assault echelon all possible assistance as long as it has a chance of success; but, if enemy resistance blocks the advance in any portion of his zone, he is prepared to shift the weight of his attack to another part of his front where hostile weakness has been discovered or where hostile strength is not so apparent. Sufficient support is given to units which are stopped to prevent excessive casualties and to prevent the enemy from moving.

167. LAUNCHING THE ATTACK. **a.** The attack begins when the leading elements of the assault echelon cross the line of departure. The departure from the assembly area is timed and coordinated by the battalion commanders so that the leading elements cross the line of departure at the prescribed time of attack.

b. Supporting weapons deliver their fires according to the regimental fire plan. This plan usually provides for the delivery of preplanned fires as well as fires on call from the assault battalions.

168. CONDUCTING THE ATTACK. **a.** To exercise intelligent control of the attack, the regimental commander keeps himself fully informed of the situation, continuously estimates enemy capabilities, and prepares tentative plans to meet those capabilities. He keeps himself fully informed of the situation by

visits to the front and by information received from his intelligence personnel, staff officers, and lower, higher, and adjacent units. He requires a report from his assault battalions when they employ their reserves and frequent reports on their actions.

b. The commander posts himself where he can best control his regiment. This may require him to spend much of his time at successive observation posts, with his units, or at his command post. He keeps his executive officer, who normally remains at the command post, informed of his location. He has the means to communicate promptly with his command post, with the battalion commanders, and with all supporting or attached units at all times. When at an observation post he usually communicates with the command post by telephone or radio.

c. The regimental commander influences the action by changing priorities of fires of organic and supporting weapons; by arranging for mutual assistance between his assault battalions, and for co-operative action between them and adjacent units; by coordinating the action of the regiment with that of participating aviation; and by using his reserve.

d. The regimental commander guards against harassing his unit commanders by too frequent requests for information, by unreasonable demands for speed, or by excessive interference with plans and actions in general. He leaves the detailed conduct of the assault units to the commanders concerned and intervenes only when necessary to insure teamwork between units, to prevent the commission of serious errors, or to restore order in a disorganized unit.

169. THE ASSAULT ECHELON. **a.** The assault echelon seldom encounters a uniformly held or continuous line of hostile resistance. Inequalities in the resistance encountered, and in facilities for advance afforded by the terrain and by supporting fires, may result in the delay of some assault units while others are able to advance.

b. To further or modify his plan, the regimental commander may change the priorities of fires of his supporting weapons from one unit in the assaulting echelon to another; or he may direct a more advanced assault battalion to assist, by fire or flanking action, an adjacent battalion which is held up. He does not ordinarily stop or delay the progress of an assault battalion which has advanced beyond the units on its flanks, merely to preserve a general alignment or to adhere rigidly to his plan of attack. He protects an advanced battalion against counterattack or infiltration into its rear by advancing his reserve or supporting weapons sufficiently close behind the exposed battalion to be able to render prompt support. As the attack progresses, he may shift the weight of the attack from one flank to the other to take advantage of more favorable routes of approach, or to avoid making a frontal effort against known or suspected hostile strength. He accomplishes this by shifting his supporting fires or using the reserve.

c. The regimental commander continues to press the advance of his assault echelon to the final objective, even though it advances beyond adjacent regiments. He keeps the division commander informed of his situation; if he loses contact with adjacent regiments, he promptly reports that fact. He assists ad-

jacent regiments whenever such action furthers the accomplishment of the division mission, when it does not delay the advance of his unit, or when it protects an exposed flank. When he believes that assistance from more advanced regiments would further the division plan of attack, he asks that such assistance be furnished; otherwise, he secures permission to cross the boundaries behind adjacent regiments to employ flanking fires or to execute flank attacks.

170. EMPLOYMENT OF SUPPORTING WEAPONS. a.

As the attack progresses, the regimental commander assigns new position areas and missions to the mortar company and to attached supporting units to insure continuous close support for his assault echelon. He adjusts the plan of supporting fires to conform to any changes in his initial plan of maneuver. He may prescribe the time and method of displacement of the regimental organic and attached weapons, or he may delegate this decision to their commanders. Displacement of supporting weapons ordinarily is made by echelon to insure that some of the weapons are always in position to support the assault troops.

b. During the attack the regimental commander requests necessary additional artillery support. He coordinates the support furnished by the artillery with that of the heavy mortar company. To furnish effective support, the artillery and mortar elements must know the location of the leading elements of the assault echelon at all times. Although the artillery liaison officers and the mortar company representatives are responsible for maintaining liaison and communication with the infantry battalions, the

regimental commander keeps all supporting units informed of the situation of the assault echelon and of his contemplated actions.

171. EMPLOYMENT OF A RESERVE. **a.** The commander of a reserve battalion may accompany the regimental commander, remain at the regimental command post, or stay with his battalion. He keeps informed of the situation and maintains communication with the regimental commander. The reserve moves only on orders of the regimental commander, except in grave emergencies when immediate movement on the initiative of its commander is justified. As the attack progresses, the reserve is kept within supporting distance of the assault echelon; that is, it is close enough to intervene before the assault echelon can be overwhelmed by a hostile counterattack. The regimental commander issues timely orders for its movement to successive positions. To facilitate prompt movement, he may direct the reserve commander to reconnoiter and recommend suitable positions and routes thereto. These positions should afford cover, concealment, and dispersion for the reserve. Usually, the reserve initially is positioned behind the unit making the main attack of the regiment. Later, it may be advanced behind the unit making the most rapid progress to protect that unit against counterattack and infiltration into its rear.

b. As the attack develops, the regimental commander, assisted by his staff, considers tentative plans for the use of the reserve. He considers those plans of employment already prepared by the reserve commander and, as the progress of the assault

echelon makes certain of those plans obsolete and makes the requirement for new plans apparent, he causes old plans to be discarded and new ones made. The reserve battalion commander reconnoiters and plans accordingly, so that a minimum of time is lost when the final decision is made.

c. The reserve is employed to accomplish one or more of the following missions:

- (1) To extend the successful envelopment of an assault unit (see fig. 5).
- (2) To exploit the success of an advanced unit. The reserve may be moved up behind an advanced unit in its own or an adjacent zone to envelop enemy resistance in front of a portion of the assault echelon (see fig. 6).
- (3) To relieve a unit in the assault echelon to change the direction of an attack (see par. 142) or to prevent the relieved unit from becoming exhausted or depleted. When used in this manner, the reserve attacks in a new direction rather than attempting to pass through a unit being relieved. The reserve is not used to continue the attack of a unit being held up by the enemy.
- (4) To repel a counterattack which threatens the continued advance of the assault echelon (see fig. 7).
- (5) To protect the rear of the assault echelon with security detachments and by moving to successive reserve locations selected to protect the rear.
- (6) To protect an exposed flank of the regiment with security detachments and by moving

to successive reserve locations selected to provide security on that flank.

d. In addition, the reserve may have the mission of supporting the assault echelon by the fires of its heavy weapons (see par. 159).

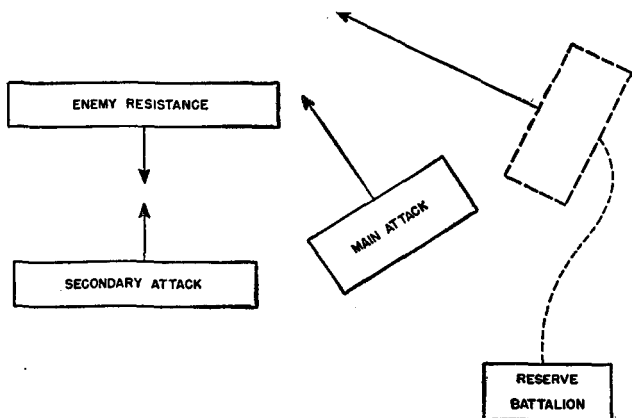


Figure 5. Reserve used to exploit success of main attack by further flanking action.

e. The choice of the proper time to employ the reserve is often the regimental commander's most difficult and most important decision. The natural desire to retain control of this means of influencing the action is not permitted to obscure the importance of maintaining the momentum of the advance. It is employed without hesitation before the assault echelon has reached the point where it can no longer advance; or it is employed when the situation offers an opportunity to expedite the capture of a regimental objective through its use as a maneuvering unit. It is not ordered into action piecemeal. The

regimental commander prescribes its objective and usually its direction of attack. He may also prescribe its attack position, if one is to be used. He shifts supporting fires to assist the reserve, and coordinates the actions of his other units with that of

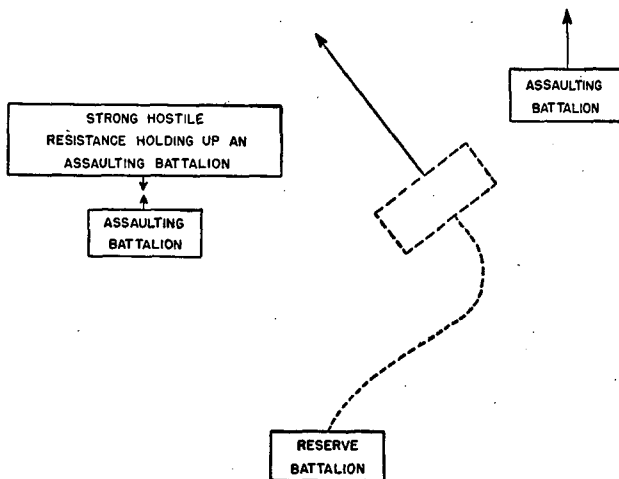


Figure 6. The reserve battalion envelops resistance that is holding up a part of the attacking echelon. It is ordered to attack a designated objective or in a designated direction from a position behind the battalion which has made favorable progress.

the reserve. He notifies the division commander as soon as the decision to use the reserve has been made. A new reserve, no matter how small initially, is reconstituted at the earliest opportunity.

172. EMPLOYMENT OF TANKS. **a.** Infantry and tanks together form a powerful team. The tanks may support the infantry or the infantry may sup-

port the tanks depending on which has the primary role (see par. 150).

b. After the attack is launched, the regimental commander may use his organic and attached tank units to influence the action by shifting their attachment from one unit to another; by attaching them to a battalion after having initially held them in reserve; by using their fire power; or by using them as a nucleus for an exploiting force. (For details of the employment of the infantry-tank team, see FM 7-20 and for the employment of the regimental tank company, see FM 7-35.)

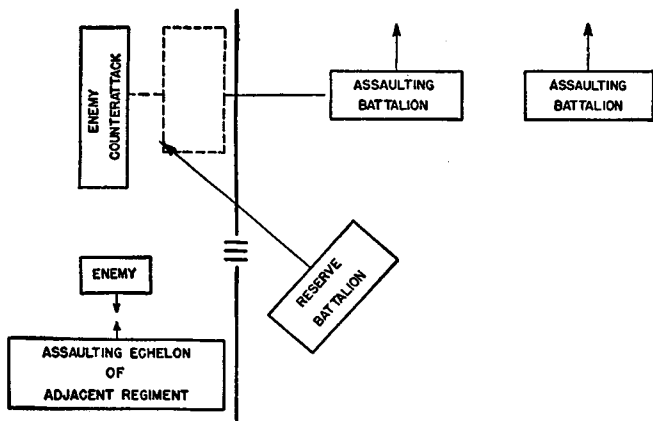


Figure 7. The reserve battalion is employed to strike a hostile force counterattacking the attacking echelon from the zone of the adjacent regiment, which has been held up.

173. EMPLOYMENT OF ARTILLERY. a. Initial artillery support for the attack is planned by the regimental commander and the supporting artillery commander. Such support may include a preparation,

the last phase of which usually is delivered against forward hostile weapons and dispositions, as requested by the infantry battalion commanders. Smoke to blind probable hostile observation frequently is included in the fire plan. The artillery forward observers or the artillery liaison officers, by wire, radio, or prearranged pyrotechnic signal, inform the artillery when to lift these fires. Pyrotechnic signals find their greatest use when other means fail. If tanks participate in the attack, the artillery preparation neutralizes definitely located or suspected hostile antitank weapons.

b. As the attack progresses the regimental commander gets the distribution of artillery support he wants by changing fire priorities. The supporting artillery displaces forward by echelon to give continuous fire support.

c. The great flexibility of artillery fire permits it to be shifted rapidly over wide areas, making it highly effective against targets of opportunity. Targets often appear which may be effectively destroyed either by artillery or by infantry weapons. In ordering fires on such targets the regimental commander considers the importance of conserving infantry ammunition. Unless the artillery is engaged wholly on targets of greater priority, this consideration often leads him to engage targets of opportunity with artillery fire.

d. An attacking regiment usually is supported by the fires of more than one artillery battalion. The reinforcing artillery battalion may be grouped under the command of the normal direct support artillery battalion commander, or it may be held under the

centralized command of division artillery. In either case the fire of this additional artillery is obtained and controlled by the direct support artillery battalion commander.

174. EMPLOYMENT OF ANTI-AIRCRAFT ARTILLERY.

Antiaircraft artillery units in close support of an infantry attack have missions similar to those of other infantry supporting weapons. Such missions include fires for neutralization or destruction of located and probable enemy automatic weapons (particularly machine guns) and strong points likely to hold up the attacking infantry. Self-propelled antiaircraft artillery units may support not only the initial attack from prepared positions, but also may furnish close and continuous support to the assaulting infantry. Towed antiaircraft artillery units, because of their lack of mobility, are not suitable for furnishing continued close support to attacking infantry; however, they may be used to furnish initial supporting fires for the attack.

175. EMPLOYMENT OF AIR POWER. The regimental commander requests air strikes against targets of opportunity. (For a detailed discussion of the role of air power and the method of requesting and controlling air strikes, see par. 147 and FM 31-35.)

176. SECURITY. Security measures planned before the attack are continued in force or are modified according to the progress of the attack (see par. 149).

177. ASSAULT. a. When enemy resistance permits, the assault echelon does not stop until it reaches the

far edge of the assigned objective. However, hostile resistance frequently has to be reduced, before or when the objective is reached, by a series of local assaults delivered at different times by battalions and smaller units. An assault is the final advance of infantry to hand-to-hand combat; it is the shock action phase of the infantry attack. The assault is preceded by the use of all available supporting fires. When the supporting fires are lifted, the assault echelon, using assault fire, closes with the enemy. Supporting fires then shift to targets on the enemy flanks and rear.

b. The powerful shock action of tanks is used fully to assist the infantry in overrunning the objective. Between the time the artillery and other supporting fires lift and the infantry reach their objective, the fire of the infantry and tanks, using both cannon and machine guns, neutralizes the enemy on the objective and prevents him from placing effective fire on the assaulting infantry.

c. Because of their speed, the tanks may close on the objective in advance of the infantry, thereby taking maximum advantage of the effect caused by the lifted supporting fires. The following infantry then mop up remaining resistance on the objective. (For additional details on the assault and the employment of the infantry-tank team see FM 7-20.)

178. ADVANCE THROUGH HOSTILE POSITION. a.

Control. The regimental commander usually makes plans and issues orders to cover the conduct of the attack, including the consolidation of the final objective. If the objective is distant, intermediate objectives are assigned to assault battalions. The best

means of maintaining control is by having good communication and by requiring timely reports of progress from all units. With these aids the regimental commander can regulate and coordinate his battalions.

b. Action of assault units. When the assault is successful or when the enemy withdraws, assaulting troops occupy the captured terrain and maintain contact with the retreating enemy. When the attack is to be continued, the assault units continue it without halting or they halt only momentarily for necessary reorganization. During any momentary pauses on captured terrain, commanders determine losses, reorganize their units, replenish and redistribute ammunition, and reestablish fire support. During such pauses they maintain contact with the enemy (by observation and fire or by aggressive patrolling) to discover enemy withdrawals and to avoid a surprise counterattack. When it is necessary to hold and defend the objective it has just captured, the assault echelon conducts itself in the same manner as when it captures the final objective (see par. 179).

c. Action of supporting units. Supporting unit commanders keep informed of the progress and location of the assault troops. The regimental commander supervises timely displacement of supporting units to insure that they are in position to prevent or break up enemy counterattacks and to support the continuation of the attack. As the advance continues, the supporting unit commander or his reconnaissance personnel continuously reconnoiter behind the assault battalions. Routes and

new firing position areas are located in time to permit rapid displacement.

d. Action of regimental commander. If the attack is to be continued, the regimental commander issues additional orders for the further action of the assault battalions before they reach their last prescribed objectives. Speed in reconnaissance and in issuing orders is necessary to permit resumption of the attack in time to take advantage of the initial success. If the objective is to be held, the regimental commander actively supervises the consolidation of the position and the reorganization and resupply of his units to insure that the regiment can break up hostile counterattacks.

179. SEIZURE OF FINAL OBJECTIVE AND CONSOLIDATION.

a. The action of the regiment upon seizure of its final objective normally is prescribed by higher commanders. In any event the regiment consolidates the position, reorganizes, and prepares for future operations. The degree of consolidation and reorganization depends on the contemplated operations (continuation of attack or assumption of defense) and the enemy reaction. The vicinity of a newly captured enemy position normally is subjected to shelling by hostile artillery and mortars since the location is well known to the enemy. Tactical integrity of units is maintained without bunching or unnecessary exposure of personnel. Supporting weapons and antitank weapons are displaced rapidly. Reorganization is effected promptly to meet any counterattack. Tanks, if present, remain on or in the vicinity of the position to provide antitank protection.

b. Before the attack tentative plans are made for the consolidation of the position. As soon as possible after capturing the final objective, the regimental commander issues orders either confirming or adjusting the tentative plans, based upon his increased knowledge of the ground and the situation. He selects a general defensive position and establishes a combat outpost. Defensive fires for all supporting weapons, including artillery, are prepared; their fires are coordinated and, in the case of mortars and artillery, registered. Patrols are sent to the front and flanks to maintain contact with adjacent units. Detachments or units are assigned the mission of seizing critical terrain features which the enemy may have given up. These may be bridges, fords, hills, and road centers. Mortar and artillery registrations are coordinated with these activities.

c. Casualties among leaders and other key men, loss of direction by individuals or units, and breakdown in contact between units cause a certain degree of battlefield disorganization. Reorganization is a continuing process. The regiment reorganizes on the final objective; elements of the regiment may halt for reorganization on intermediate objectives or elsewhere as the situation demands. As part of the reorganization, the regimental commander may modify previous orders prescribing the following:

- (1) General area of the position and locations for battalions.
- (2) Measures for security, either by a combat outpost under regimental control, or by assigning sectors of responsibility to battalions.

- (3) Defensive fires of organic and attached supporting weapons.
- (4) Composition, initial location, and mission of the reserve.
- (5) Time at which unit commanders report status and strength of their units.
- (6) Forward movement of the ammunition vehicles for resupply; other administrative details, such as the assembling and disposition of stragglers and prisoners of war, and the evacuation of dead and wounded.
- (7) Location of command posts.

d. During the reorganization the regimental commander and members of his staff visit each battalion area to ascertain the relative strength and readiness for combat of the regiment's units. He makes necessary transfers of officers and men between units to obtain the desired strength in each and to furnish all units with leaders. He makes a prompt report to his higher commander of the strength, dispositions, and readiness for combat of his regiment.

e. If, because of hostile interference, it is impractical to methodically reorganize and consolidate the ground, the troops dig in where they find themselves. The regimental commander subsequently fixes a main line of resistance to conform to the orders of the higher commander and to use the terrain held within his zone of action. He assigns areas to the battalions, arranges for artillery support, and coordinates the defensive action of the battalions.

180. CONTINUING THE ATTACK. When the attack is to be continued from the assigned objective or from an intermediate objective on which the regiment has

halted temporarily, the regimental commander assigns new zones, boundaries, attack directions, and objectives as required. He prescribes the hour for continuing the attack and coordinates the action as in the initial attack. He may direct the reserve to relieve a battalion of the assault echelon, and designate the relieved units as reserve. If the attack is to be renewed on the following day, patrolling is active during the night to maintain contact with the enemy and to detect any attempt he may make to disengage his forces, infiltrate, or attack during darkness.

181. PURSUIT. a. General. The higher commander's plan for an organized pursuit usually provides for immediate direct pressure by the troops in contact, and for a turning or encircling maneuver by reserve units against hostile routes of retreat. The forces engaged in each maneuver may be assigned directions, zone of action, and objectives. With either mission, if direct ground contact with the enemy has been lost, the action of the regiment generally is similar to that of a leading unit in the uncovered movement to contact (see ch. 5). Effective pursuit requires the highest degree of leadership and initiative. Commanders take calculated risks. Extensive reliance is placed on radio communication. Radio is used to advantage with less than the normal security restrictions. Full use is made of prearranged messages covering all important contingencies to speed exchange of intelligence and orders. Field wire lines are not installed except possibly by the direct pressure force; commercial wire lines are used when practicable.

b. Regiment in direct pressure.

- (1) When the regiment reaches its final objective, the advance is continued as a pursuit of the defeated enemy only on orders from higher commanders. When there are indications of enemy dissolution, the regimental commander so informs the higher commander. If pursuit is not ordered, the regimental commander recommends the continuation of strong pressure against the hostile force beyond the assigned final objective. Under all conditions, contact is maintained with the enemy.
- (2) When the pursuit by direct pressure is ordered, control is decentralized to battalion commanders, and supporting weapons frequently are attached to the supported units. The regimental commander assigns directions, zones of action, and objectives to the battalions.
- (3) Reserves are committed more boldly than in the attack. They are used unhesitatingly to overcome resistance that threatens to reduce the pressure and permit the enemy to make a stand.
- (4) Some or all of the supporting artillery may be attached to the regiment if progress is rapid. Artillery units are prepared to displace rapidly.
- (5) Pursuit is pushed to the limit of endurance. No opportunity is given the enemy, even at night, to reorganize his forces and reconstitute his defense.

- (6) If the regiment has advanced without serious opposition, its march may be continued during the night. All units promptly report their arrival at objectives so that higher commanders can coordinate the operation and exploit every advantage. This also prevents supporting artillery from firing on friendly troops.

c. Regiment in turning or encircling maneuver.

- (1) A regiment, reinforced as necessary, may be designated as the turning or encircling force or as part of that force. If the mission assigned to the regiment takes it beyond supporting distance of the division, the regiment is organized as a task force. The mission of the encircling force is to get in rear of the defeated enemy and to halt his retreat so that he can be destroyed. The mission of the turning force is to turn the enemy out of his position and to force him to fight on ground more favorable to the attacker. Objectives of such forces are usually road centers, defiles, bridges, and other localities where the enemy can be cut off. Reports are made promptly when objectives are reached.
- (2) The turning or encircling force moves rapidly and avoids combat with retreating enemy groups except when combat is necessary to further the accomplishment of its mission or to provide adequate security. When the turning or encircling force cannot reach the

assigned objective, it seeks to engage the enemy's main forces from a flank.

- (3) Additional motor vehicles to transport foot troops normally are made available to the turning or encircling force by higher commanders. Artillery and engineers usually are attached; tanks, antiaircraft artillery, and reconnaissance units also may be attached. Participation by combat aviation is highly desirable and usually is arranged by the higher commander.
- (4) If additional reconnaissance elements are needed, the regimental commander organizes a motorized detachment by combining his reconnaissance units with other combat elements, and assigns it the mission of reconnoitering the route, covering the advance, and seizing important terrain features on the route of the turning or encircling force.

182. TERMINATION OF THE OFFENSIVE. An offensive action once begun is halted only on orders of higher commanders, or by strong enemy resistance. If it becomes necessary to pass to the defensive, the leading elements intrench themselves on the ground then held. As soon as possible, forces are redistributed to organize the defense in depth and to take advantage of favorable terrain. Major adjustments may have to be delayed until darkness to avoid heavy casualties. If during the course of an attack it becomes necessary to break off the action and withdraw, the attacking elements first pass to the defensive.

Section IV. RESERVE REGIMENT

183. GENERAL. **a.** During an attack the division commander may initially hold one or two regiments in reserve. He prescribes assembly areas for the reserve regiments. The regimental commander is responsible for the occupation of the assigned area, for the establishment of the necessary security, and for the activities within the area (see ch. 5). It is the responsibility of the division commander to keep reserve regiments within supporting distance of the assault echelon. However, the commander of a reserve regiment may make recommendations to the division commander when he believes that he can no longer accomplish his mission from the assigned location. Missions for a reserve regiment include—

- (1) Extending an envelopment.
- (2) Exploiting a penetration or other success of the assault echelon.
- (3) Protecting the flanks and rear of a larger unit, including counterattacks against hostile airborne forces.
- (4) Conducting counterattacks.
- (5) Taking over the mission of a unit in the assault echelon.
- (6) Participating in the pursuit.

b. When long movements are necessary from the reserve location, the regiment is furnished additional motor vehicles to transport the foot elements.

184. ACTIONS WHILE IN RESERVE. **a.** The commander of a reserve regiment makes necessary reconnaissance and prepares tentative plans for the prob-

able missions of his regiment. He informs his unit commanders of these plans. To keep abreast of the situation and the division commander's plans, the regimental commander or a member of his staff remains at the command post of the higher commander. Assisted by his staff and his unit commanders, the regimental commander reconnoiters probable areas of employment for the regiment and routes thereto, so that he can commit promptly his regiment to action when ordered to do so. His reconnaissance, plans, and attack orders conform to those prescribed in paragraphs 136-165.

b. The reserve regiment is disposed in its assembly area so as to have all around security and to be able to move without delay in probable directions of employment. Special attention is given to camouflage and concealment. Prone shelters are dug to provide individual protection against air and mechanized attack and artillery fire. A motorized detachment may be organized and kept available for rapid movement to any area threatened by enemy airborne troops.

185. CONDUCT OF ATTACK. When it is committed to action, the reserve regiment conducts the attack as described in paragraphs 166-182. When assigned the mission of attacking a hostile counterattacking force, the regimental commander makes every effort to strike the counterattack in the flank before it can disrupt the action of the assault echelon.

186. RESERVE FOR LARGER UNITS. A regiment may be placed in corps or army reserve. Its missions and

use (similar to the regiment in division reserve) are prescribed by the higher commander.

187. RELIEF TO CONTINUE THE ATTACK. **a.** A reserve regiment relieves an engaged unit to maintain or to restore the momentum of the attack. When the relief is executed at night, the relieved unit usually is withdrawn to its designated assembly area as soon as units of the relieving regiment are in position; however, it may be ordered by the higher commander to leave supporting weapons in position to support the attack initially until fires are masked. When the relief is made in daylight, the relieved unit usually remains in position and continues fire support of the relieving regiment until its fires are masked, and until the attack has progressed far enough for the relieved unit to be assembled and reorganized without undue casualties.

b. The attack of the relieving regiment is conducted as described in paragraphs 166-182. When it passes through the relieved unit, the line of departure may be the line held by the leading elements of that unit or a covered line of departure in rear of that line.

c. Because hostile air or artillery bombardment may result in heavy casualties while the relief is in progress, every precaution is taken to preserve secrecy and to keep both units properly dispersed.

d. When time permits formal relief of one regiment by the other, as in a relief before a resumption of the attack at dawn, the commanders of both the relieving regiment and the regiment to be relieved issue warning orders. The warning orders include

the approximate hour the movement for the relief is to begin, zone in which the relieving regiment is to operate, and instructions for reconnaissance to include restrictions on size of parties, routes, and hours of operation. The commanders and staffs of both regiments meet, if practical, to arrange and agree upon the details of the relief. Detailed planning depends upon the time available. Plans include arrangements for—

- (1) Guides to be furnished by the relieved regiment.
- (2) Use of roads and other routes.
- (3) Fire support to be furnished by the relieved regiment, and time or conditions for the withdrawal of its supporting weapons.
- (4) Security measures that will be provided by the relieved regiment for the incoming regiment.
- (5) Arrangements for taking over existing communication and supply facilities.
- (6) Time command passes to the relieving regiment.
- (7) Key personnel from the relieved regiment to remain with elements of the relieving regiment until the attack jumps off.

Section V. NIGHT ATTACK

188. SCOPE. This section deals specifically with the coordinated attack necessary to capture a strongly defended position during a period of reduced visibility. The techniques described may be employed for other night operations with such modifications

as are indicated by the mission, type of resistance, time available, and other variables. Other night operations possessing some of the characteristics of a coordinated night attack are—attacks against lightly held positions, advances against discontinuous resistance, patrols, raids, and infiltrations.

189. PURPOSE. A night attack may be ordered—

- a. To gain surprise.
- b. To complete or exploit a success.
- c. To gain important terrain for future operations.
- d. To avoid heavy losses which would be incurred in daylight over open terrain.
- e. To deceive the enemy and cause him to hold forces in position or to shift his reserves.
- f. To maintain pressure against the enemy.

190. CHARACTERISTICS. a. Combat at night generally is characterized by a decrease in the effectiveness of aimed fire; by a corresponding increase in the importance of close combat; by the fire of fixed weapons laid on definite targets or areas by day; and by difficulty in movement and in the maintenance of control, direction, contact, and communication. Such factors demand simple plans, the restriction or complete elimination of maneuver, secrecy, surprise, and, usually, the attack of a single and limited objective. Night attacks require careful planning and preparation, special measures to preserve secrecy and to secure surprise, precision, and coordination of execution. Night attacks are seldom justified without ample time for daylight preparation.

b. Night attacks are classified as nonilluminated or illuminated. These two general types are further classified according to the method of execution since night attacks may be supported or unsupported. The type of night attack used depends on the terrain, the tactical situation, and the availability of equipment.

191. NONILLUMINATED NIGHT ATTACK. A nonilluminated night attack is made under cover of darkness using only the light which is available from natural sources. Such a night attack cannot be expected to progress deep into the enemy position because of the difficulty of maintaining control and direction in darkness. The objective assigned under these conditions is a specific area or terrain feature close to the hostile front, and of such width and depth that it can be captured in a single assault by the force making the night attack. It should be well defined and easily recognizable at night. Daylight observation of the objective and of the terrain leading to it is essential. Maintenance of direction in the attack is facilitated by following existing features such as roads, fences, hedges, and pole lines; or by improvised directional aids, such as engineer tape, telephone wire, and infra-red devices. Nonilluminated night attacks, usually unsupported, are made when secrecy is paramount.

192. ILLUMINATED NIGHT ATTACK. **a.** An illuminated night attack is made with an increase in natural visibility provided by artificial means. The battlefield may be illuminated by searchlights, by flares, or

by a combination of the two. Battlefield illumination by searchlight is divided into two classes—direct lighting and indirect lighting.

(1) *Direct lighting* searchlights are placed in positions from which the light beams can shine directly on the area to be illuminated. The light intensity obtained on the area by this means varies according to the range, the number of lights employed, the atmospheric conditions, and the presence of smoke and dust. Under good conditions, this light intensity approximates that of daylight. This method normally is used for target designation, adjustment of fire, observation of an area, blinding effect on the enemy, and deception. Direct lighting by searchlights is not practicable in all situations or for prolonged periods because the hostile reaction will be immediate and violent, requiring early displacement of the searchlights.

(2) *Indirect lighting* searchlights are placed in defiladed positions, and the lighting effect is obtained either by reflection of the light beams from clouds above the area to be illuminated, or by diffusion of the beams projected over the area. The same general factors governing the intensity of light obtained by the direct lighting method determine the intensity obtained by indirect lighting. Under good conditions this light intensity is approximately that of half a moon. Indirect lighting normally is used

to aid movement to assembly areas and attack positions, movement forward of the line of departure, observation and control of the attack, and movement of reserves and supplies. Since the searchlights are placed in defiladed positions this method of lighting can be used for relatively long periods of time.

b. When the battlefield is illuminated by flares, they may be fired by ground projectors, rifle grenade launchers, and mortars and artillery, or they may be dropped from aircraft. The intensity of light obtained depends on the type, size, and number of flares used. When parachute flares are used, particular attention is paid to wind velocity and direction to prevent the flares from drifting above or behind the assault force, thus giving the defender a distinct advantage. Parachute flares usually are fired or dropped over or behind the hostile position to outline the position for the assault troops. Large numbers of flares are necessary to provide continuous illumination during a night attack, and provisions are made to have a sufficient number available if their use is contemplated.

c. When illumination is used during a night attack, the attacker may sacrifice the secrecy of movement ordinarily obtained at night, and he may disclose his intentions of making the attack. However, a skillful use of battlefield illumination devices in a sector over a period of time may result in providing an excellent cover plan to deceive the enemy as to the exact location of the real attack. Such a cover plan may include the extension of the illuminated area

for a considerable distance on both flanks so as not to disclose the exact area of the attack.

d. When an illuminated night attack is made with a light intensity approximating that of daylight, the attack may be made deeper into the enemy position than in a nonilluminated attack or in an attack with only limited illumination. In such cases the principles covering offensive actions in daylight apply. In other situations it may be desirable to maintain maximum secrecy in the assault of the initial objective, and to employ a nonilluminated or partially illuminated attack against this objective. The continuation of such an attack to successive objectives may be made using illumination devices which provide a light intensity approximating daylight conditions.

193. SUPPORTED NIGHT ATTACK. A supported night attack is made when the enemy is in well-organized positions where the possibility of surprise is remote. Supporting weapons are used to furnish preparation fires before the attack, supporting fires during the attack, and protective fires during and after the attack. Protective fires are designed to isolate the objective, and to prevent or to limit hostile counterattack. These fires should be conducted in conjunction with other planned fires throughout the area to assist in maintaining secrecy as to the exact location, direction, and time of attack.

194. UNSUPPORTED NIGHT ATTACK. An unsupported night attack is one in which the fires of all supporting weapons are planned, as for a supported night attack, but these fires are withheld until a

specific time or until a specific event occurs. This time may be just before the actual assault is launched or when the attack has been discovered and the need for secrecy is no longer of primary importance, or when it becomes necessary to isolate the objective by fire to protect against a counterattack. These attacks may be illuminated but normally are nonilluminated. They usually are employed when there is a strong possibility of bypassing or eliminating the outer defenses of the enemy position. During movements forward of the assembly area and before the assault begins, lights and noises are prohibited. Whenever possible, small enemy groups located between the line of departure and the assault position are disposed of by silent weapons unless the attack has been discovered. This may be accomplished by providing security elements to precede the assault echelon.

195. ROLE OF THE REGIMENT. a. The difficulties of maintaining control, direction, and contact, which are inherent to night attacks, increase with the size of the command. Because simplicity in plans is essential to the success of night attacks, they usually are frontal and against limited objectives. Initial formations should permit deployment for combat by means of a single simple maneuver. When more than one battalion is used, a formation of battalions abreast but with battalions operating on narrow fronts is usually most suitable. Assembly areas and lines of departure which are easily recognizable in the dark are selected. Guides from each unit are familiarized with routes.

b. The time of attack is usually prescribed by the commander ordering the attack. Where its purpose is to capture and hold a locality, the attack usually is made early in the night to afford time for consolidation before dawn. If the objective is to be seized with a view to a further advance from it at dawn, the attack usually is made so as to seize the objective just before dawn, thereby denying the enemy time to organize an efficient counterattack. An attack may be made soon after dark to strike the enemy when he is attempting to organize his position or when enemy operations, either attack or withdrawal, are anticipated.

c. To retain control and to prevent the assault echelon from being endangered by friendly protective fires, the regimental commander establishes a limit of advance, both in depth and to the flanks of the objective. This limit should follow terrain features which are recognizable at night. Troops do not advance beyond this limit because the protective fires to isolate the objective are planned just beyond it.

d. Weapons designed to support the attack are selected from those which have registered their fires during daylight in the areas to be covered. Supporting fires may be delivered on a time schedule, on a prearranged signal, on call after the attack has been discovered, on call after deployment on the line of deployment, or on call at any time.

e. The direct fire weapons of the battalions may follow the assault echelon or may be displaced forward shortly after the capture of the objective. The regimental heavy mortars and other indirect fire

weapons normally are not displaced forward after the capture of the objective. They displace when the advance into the enemy position is so deep that their fires would become ineffective. When the attack is to be continued at dawn, these indirect fire weapons may be displaced to positions to support the daylight attack. When such displacement is necessary, the weapons ordinarily are kept in their old positions until the last moment in order to be able to deliver their prearranged protective fires should the need arise. (See app. VII.)

f. Tanks are not used in nonilluminated attacks, other than to engage in the prearranged fires and to move forward to support the defense of the objective after it is captured. In illuminated night attacks with conditions approximating daylight, tanks may move with assault troops or by bounds behind them.

g. The reserve is so located that it can protect the flanks of the attack units and cover the withdrawal, if necessary. Plans are made for the reserve to move forward as soon as the objective is reached, if necessary.

h. In a night attack, surprise is obtained chiefly through secrecy. Secrecy is promoted by restricting the size and activities of parties engaged in reconnaissance and other preparations, by requiring silence in the movement to initial positions and in the advance, by requiring that rifles be loaded and locked and fired only on orders of designated leaders, by prohibiting smoking and the use of lights, and by providing for the maintenance of normal activities before the attack.

i. Coordination and control is achieved by designating a base unit, by providing positive means of identification such as requiring that leaders wear a white band on the upper arm, by designating routes of advance and boundaries which are easily distinguished in the dark, by prescribing the rate of advance and by carefully selecting objectives.

j. During the advance leaders and commanders are alert to insure close control over the movement. The regimental commander may prescribe that halts be made at phase lines, usually at well defined features, or on a time schedule. Leaders verify direction and contact and alinement with the base unit. Units which lose contact with adjacent units continue to move toward their objective at the prescribed rate of advance.

k. Deployment may be forced by enemy action, or it may be executed upon arrival at the line of deployment. Upon deployment, the advance is continued at a walk until hostile resistance is met, at which time the final assault begins. At this stage all assaulting troops press on as quickly as possible, regardless of enemy flares and enemy action.

l. When the objective is seized, a prearranged signal is given. Immediate measures are taken for defense of the position. Leaders organize the men in their immediate vicinity on the designated line of resistance and dispose them to resist hostile counterattacks. Automatic weapons which have been brought forward by hand are emplaced; hostile defenses are adapted for use, supporting fires are planned, a position is selected for the reserve, provisions are made for flank security, and security ele-

ments are sent out to the limit of advance to prevent the enemy from forming for counterattack within assaulting distance of the captured objective.

m. The signal announcing capture of the objective also may serve as the signal calling for supporting fires upon hostile approaches to the objective beyond the limit of advance. It also may call for the movement forward of rear elements. These rear elements usually include the reserves, tanks, and weapons carriers with weapons which have not been brought forward by hand. By daylight all elements should be in position and the reserve should be within supporting distance of the objective.

n. If a withdrawal becomes necessary before the objective is reached, a prearranged signal is given. Sole authority to give this signal usually is retained by the commander of the attacking force. When the signal is given, supporting weapons deliver fires to support the withdrawing units according to a prearranged plan. All units withdraw straight to the rear.

Section VI. ATTACK IN WOODS

196. GENERAL. **a.** An attacking force usually seeks to avoid isolated wooded areas in the enemy's defensive position by passing them on either or both flanks while neutralizing their edge with fire and smoke. During dry weather incendiary bombs or shells can be employed effectively if possession of the woods is not essential to the future plans of the attacker.

b. If avoiding the woods is impracticable and their possession is necessary, the attacker seeks to cap-

ture them by enveloping action. When enveloping action is not expedient, or when the woods extend across the entire zone of action, the woods are attacked frontally. In this case the attack consists of three phases —

- (1) The attack and occupation of the near edge.
- (2) The advance through the woods.
- (3) The exit from the woods.

197. ATTACK OF THE NEAR EDGE. **a.** Accurate information about the density of the woods and about roads, trails, streams, natural landmarks, and obstacles within the woods is of particular importance. Much of this information can be obtained from a combination of relief maps, aerial photos to include stereo-pairs and vectographs, and ground patrolling. Requests for the necessary maps and photographs are initiated as soon as the need for attacking the woods is apparent. Intensive ground patrolling is conducted, whenever possible, to determine the necessary information concerning the terrain and the enemy dispositions.

b. The planning for and conduct of the attack of a defended near edge of the woods are similar to any other attack of an organized area. The near edge of the woods, or a terrain feature in which the near edge is included, is designated as the initial objective of the attack. When the attack is made over ground entirely exposed to the observation and fire of the enemy, it is made under the cover of smoke or darkness.

c. When a foothold has been established in the woods, the assault echelon reorganizes. This reorganization involves a redistribution of smaller units

and supporting weapons to reduce distances and intervals, and to maintain contact during the advance through the woods. Since the edge of the woods is a favorable target for hostile artillery and aviation, the time necessary for reorganization and redispersions is reduced to a minimum. For this reason the reorganization and advance through the woods is planned at the same time as the attack against the near edge.

198. ADVANCE THROUGH WOODS. a. The principal differences between the tactics used in woods and in normal terrain are due to factors resulting from the nature of the area itself. These general factors are—

- (1) Concealment.
- (2) Limited observation and fields of fire for direct fire weapons.
- (3) Restricted operation of all vehicles.
- (4) Restricted observation and the presence of tree masks, limiting the effectiveness of close support by indirect fire weapons and tactical aviation.
- (5) Difficulty in maintaining direction, control, and contact, requiring relatively greater decentralization of control to unit commanders.

b. The conduct of an attack within woods is influenced further by the following considerations:

- (1) Key points along roads and trails usually are heavily defended by the enemy. The plan of attack includes provisions to clear the enemy from these roads and trails to allow the maximum use of supply and evacua-

tion vehicles and of armored vehicles supporting the attack. Continued advance without securing such roads and trails may result in slowing or halting the attack.

- (2) Defensive automatic weapons fire along existing or prepared fire lanes. Such weapons do not ordinarily have very large or effective fields of fire, and they can be readily flanked by maneuver or by infiltration of small groups. The existence of an effective final protective line is exceptional.
- (3) Tree bursts increase the area which can be covered by artillery and mortar fires using instantaneous fuze. If time permits, the defending force will build overhead cover for his positions to minimize the effects of tree bursts. On the other hand the attacking force normally is exposed to these fires, and areas which are under artillery or mortar fire are traversed rapidly if they must be entered.
- (4) Antitank mines may be encountered on the roads and trails in the woods and on any approach to a position which can be used by vehicles. Antitank mines also may be encountered in places of likely detours off roads and trails.
- (5) If the enemy has had time to prepare the position, antipersonnel mines and booby traps may be emplaced throughout the area. The problems involved in their detection and removal vary with the density of the woods and underbrush.

- (6) The woods provide concealment for the movement of enemy snipers and raiding parties. Special precautions are taken to protect command, communication, supply, and other administrative groups. This ability to conceal movements is employed to advantage by the assaulting force in its attack.

c. These factors require that an attack in woods against determined resistance be carefully planned and coordinated. Much of the actual fighting is done at close ranges.

199. ORDERS. The order for the advance through the woods, which usually is issued as part of the order for the attack of the near edge, includes—

a. **Patrolling.** Instructions to the assault battalion include establishing and maintaining contact with the enemy by aggressive patrolling during reorganization after capturing the near edge. Provisions also are made for flank protection and for the maintenance of contact with adjacent units.

b. **Formation.** The disposition of the regiment during an attack through woods depends upon the density of the woods. The ability to maneuver, undetected, varies with the density of the woods. These factors are considered in addition to the general factors governing the attack formation (see par. 142). In sparse woods leading elements may be deployed fully, and formations similar to those used in normal terrain are adopted. In dense woods, a more compact formation with one battalion forward, one echeloned to the left rear and one to the right

rear offers the greatest all-around security. However, in this method of attack, as in all others, the regimental commander uses a strong enough force in his assault echelon to accomplish his assigned mission.

c. Employment of mortars. Mortars are used in general support whenever opportunity permits observed fire. Many times effective mortar fire can be adjusted by sound in dense woods when actual observation is impossible. Because close support by artillery is limited; supporting fires by all types of mortars assume added importance. Mortar company observers accompany the assault echelon.

d. Employment of tanks. The use of tanks depends primarily on the density of the woods and the presence of roads and trails. When tanks can accompany the infantry they are attached to the assault echelon as an effective means of neutralizing enemy positions. Tanks can assist infantry by making trails and knocking down trees. Also tanks can transport supplies and evacuate wounded in woods where wheeled vehicles cannot. Because of the cover available for tank hunting teams and for individual antitank weapons, tanks are protected closely by infantry.

e. Frontage assigned to assault echelon. The frontage assigned each assault battalion depends on the density of the woods. In sparse woods this frontage may approximate that assigned in normal terrain. In dense woods the frontage must not be so wide that the battalion has to employ much of its strength in connecting groups to maintain contact between its companies or with adjacent units.

f. Maintenance of direction, contact, and control.

Each assault battalion normally is assigned a direction of attack. This may be designated by a road or a trail or by magnetic azimuth. The rate of unopposed advance depends on the visibility in the woods. When the woods are dense and the frontage assigned to the regiment requires two or more battalions advancing with extended intervals, flank contact with adjacent units is maintained by the assault battalions themselves or by elements of the reserve. Since control of the attack is decentralized, the regimental commander directs periodic halts to check or to restore control. These halts are made at specified times or on selected lines.

g. Instructions to the reserve. The positioning and use of the regimental reserve generally are governed by the same factors as for a normal attack (see par. 148). In dense woods the reserve is kept closer to the assault echelon than in normal terrain. The difficulty of maintaining contact between units of the regiment or with adjacent units may require a portion of the reserve to be used for this purpose.

h. Security. The number and nature of the security measures necessary for the advance depend on the density of the woods and on the enemy counteraction. The denser the woods the more opportunity the enemy has of making surprise attacks with patrols or with elements which have been bypassed by the assault echelon. In some situations sufficient protection for the flanks and rear is afforded by the formation adopted by the regiment; in others it may be necessary to increase the security by patrols or detachments from the reserve. It is usually neces-

sary to provide protection for command and administrative groups.

i. Supply and evacuation. If roads and trails are not cleared of the enemy and the woods are dense enough to prohibit the use of vehicles, supply and evacuation is performed by hand-carry. In such situations every effort is made to secure possession of the roads and trails or to build new ones. The problems of supply and evacuation depend primarily on the density of the woods, which determines the difficulties of movement.

j. Communication. The ability to communicate by radio is often greatly restricted by trees. Wire is the most dependable type of communication. When the woods are dense and enemy infiltration is possible, wire lines are policed often and thoroughly to prevent tapping by the enemy. Communication by messenger may be slow because of the restrictions on movement. Commanders stay as close to the assault echelon as practicable. Command posts are kept closer to the assault echelon than in normal combat.

200. REORGANIZATION IN NEAR EDGE. **a.** During reorganization in the near edge of the woods, the regimental commander confirms or modifies his tentative instructions for the advance through the woods. He orders the advance as soon as the reorganization is complete. If the advance is unopposed short halts are used to check direction and contact, and to restore control. These halts are preferably made at well-defined lines or areas such as trails, streams, or near the edge of clearings. If satisfactory areas or lines are not found in the woods, halts may be made

on a time schedule or after advancing a specified distance on the route of advance or on an azimuth.

b. When hostile resistance is encountered the assault echelon uses frontal and flanking action to overcome it. Tanks are used when possible. Support by artillery is requested whenever necessary and practicable, the artillery fires being employed against rearward targets or areas. Most of the close-in indirect fire support is supplied by mortars. When necessary, the reserve is used to envelop hostile resistance or to meet counterattacks. When the woods are dense, elements of the reserve may be used to mop up areas which have been bypassed by the assault echelon.

201. EXIT FROM THE WOODS. a. Plans for the reorganization of the assault echelon usually are made before the far edge of the woods is reached. When the regiment has been encountering strong enemy resistance and such resistance is expected after leaving the woods, the assault echelon is reorganized short of the far edge of the woods. The actual distance from the edge depends on the nature of the remaining enemy resistance within the woods, or on the nature and the place of the next expected enemy contact. Units and supporting weapons are redispersed, and frontages, zones of action, and the formation of the regiment are rearranged as necessary. New objectives are assigned; when possible these objectives are selected in such a way that they mask the far edge of the woods from hostile ground observation and direct fire. Artillery and mortar high-explosive fires and smoke are planned to assist the exit.

b. When the regiment has been meeting only occasional resistance, speed of movement is often more important initially than complete reorganization. In such cases aggressive patrols are used to the front to regain contact and to determine enemy dispositions. The halt for reorganization, if one is made, is as short as possible. Many times the regimental commander presses the advance of his assault echelon without any halt at the far edge of the woods. When the regiment does not halt, reorganizing is accomplished gradually as the advance progresses.

Section VII. RAIDS

202. GENERAL. A raid is an attack by a force to accomplish a specific purpose within the enemy position, with no intention of holding the invaded territory. Since there is no intention of holding the raided area, raids normally are made by small forces such as a company or smaller unit. They are executed within or beyond supporting distance of the parent unit either in daylight or in darkness. When the area to be raided lies beyond supporting distance, the raiding force is organized and operates as a task force (see pars. 225-235). In any case, the actions of the raiding force commander and of the participating troops conform to the general principles discussed in this section.

203. PURPOSE OF RAIDS. A raid may be ordered to accomplish one or more of the following:

- a. To capture prisoners.
- b. To capture or destroy specific enemy matériel.

c. To obtain detailed information of hostile units, dispositions, locations, strength, works, intentions, or methods of defense.

d. To harass the enemy.

e. To inspire confidence and aggressiveness in the raiding troops.

204. PLANNING. a. Since raids usually are conducted by small forces, the raiding force is sensitive to misadventure arising from being discovered, encountering superior forces, or being cut off. All of these hazards demand that the plans and preparations for a raid be carefully made and that all practicable measures of assistance be worked out and executed in detail. When possible, the raiding force rehearses the raid on ground similar to that over which it will move and under conditions similar to those which are anticipated during the actual raid.

b. All raids are characterized by the necessity of withdrawing the raiding force after it accomplishes its mission. Unless carefully planned and executed, the withdrawal is the most difficult and costly part of the operation. Security is important since normally the raiding force penetrates the enemy position and is vulnerable to attack from all directions.

c. A night raid has the same combat characteristics as a night attack, and it is planned and conducted in a manner generally similar to such an attack. A daylight raid has the same combat characteristics as a daylight attack and it is planned and conducted in a manner similar to a daylight attack.

205. TYPES OF RAIDS. a. Depending on the support obtained from the parent unit, raids are classified as

supported or unsupported. The type of raid employed depends on the nature of the terrain, the mission to be accomplished, the distance to the area to be raided, the size of the raiding force, the strength of the position to be raided, the visibility during the raid, and the length of time the raiding force is to be on the mission.

b. A *supported raid* is one made using available supporting fires before and during the action. Battalion and regimental supporting weapons and the artillery furnish preparation fires before the raid, and supporting and protective fires during the raid. Preparation and supporting fires are used as for any other attack. The protective fires are designed to isolate the objective, to prevent or to limit counterattacks, and to aid in keeping open routes of withdrawal. All these fires normally are conducted in conjunction with other planned fires throughout the area. Secrecy as to the exact location, direction, and time of the raid is maintained. When conducted at night, the raid may be illuminated or nonilluminated depending on the general factors previously discussed for night attacks (see pars. 188-194). Supported raids are used—

- (1) When the raid is made in daylight or under other conditions of good visibility.
- (2) When the enemy position is well organized. (In such situations surprise by stealth is improbable and the shock effect of the supporting fires on the enemy can be used to aid the accomplishment of the mission.)
- (3) When the mission requires the raiding force to remain in the hostile position for any length of time.

c. An *unsupported raid* is one designed to accomplish its mission without the aid of supporting fires. This type of raid depends primarily on surprise for success. Surprise may be obtained either by stealth or by extreme rapidity of attack and withdrawal. Supporting and protective fires are planned in the same manner as for a supported raid, but these fires are not used unless called for by the raiding force. Unsupported raids are used—

- (1) At night or under other conditions of reduced visibility.
- (2) When the enemy position is hastily organized and surprise by stealth or rapidity of attack is probable.

206. ROLE OF THE REGIMENT. a. Ordinarily a reinforced rifle company is the largest tactical unit used for raids that are within supporting distance of the parent unit. Under special conditions two or more companies may be used as individual raiding forces; however, the mission assigned to each force makes each raid independent of the other. Due to the difficulties of maintaining a time schedule for the accomplishment of their missions and of executing the withdrawals, no large scale coordination between two or more raiding forces is attempted. However when two or more raiding forces are operating in the same general area all of the raiding forces should start at the same time or the noise of the raiding force which starts first will alert the enemy and thereby unduly handicap the raiding forces which start later.

b. Raids of company or smaller size usually are ordered by the regimental commander. Such raids

are usually within supporting distance. The regimental commander issues instructions covering the purpose of the raid, the fire support, and the equipment to be made available. Frequently he prescribes the area to be raided, the size of the force to be used, and the date and hour of the raid. The battalion commander or the commander of the raiding force usually does the detailed planning. (For a detailed discussion of the role of the battalion and of smaller units in raids, see FM's 7-10 and 7-20.)

c. Exceptionally, the infantry battalion, reinforced as necessary, may be the main component of a raiding force. For a force as large as a battalion, the assigned mission is normally beyond supporting distance of the regiment. The raiding force is organized and operates as a task force. Such missions normally are ordered by commanders higher than the regiment. (For a detailed discussion of battalion task forces, see FM 7-20.)

Section VIII. ATTACK OF RIVER LINE

207. GENERAL. a. When the enemy does not actively hold the river line, or when friendly forces have previously seized the far bank, a leading regiment is not employed actively until after reaching the far bank of the river. Usually this is also true for a reserve regiment in an opposed crossing. After crossing, regimental attack operations are normal except that, at least initially, the number of vehicles and the amount of ammunition available on the far bank are limited.

b. When the far bank of the river is held by the enemy a regiment usually attacks the river line as

part of a division operating in conjunction with other forces. The regiment may constitute a bridgehead force, or it may cross as a unit of a larger bridgehead force. The mission of the regiment in either case is to make a crossing and seize a bridgehead to protect the subsequent crossing of other troops.

208. THE DIVISION ORDER. The division attack order usually includes—

a. Information of the enemy and information of the terrain within the area of crossing operations.

b. Mission, hour of crossing, zone of action, and objectives of the regiment, including diversionary efforts to deceive the enemy.

c. Plan for the air support and the use of the division artillery and other supporting troops.

d. Plan for the use of engineer matériel and personnel which will assist in the crossing, including where and when they will be available. (Engineer troops and matériel may be made available early in the planning stage of the operation so that combined training and rehearsals can be accomplished, reconnaissances can be made, and equipment properly prepared and properly disposed.)

e. The proposed locations of the division bridges and of any other bridges to be built by higher units.

f. Traffic plan.

209. RECONNAISSANCE. a. Preparations for the crossing include the search for information of the enemy and of the terrain in the area where the regiment is to operate. Whenever practicable, ample

time is allowed for daylight reconnaissance by all leaders—especially those leaders of the engineer units which are furnishing equipment for the crossing. If time permits, small patrols may be sent under cover of darkness to the enemy side of the river for information of hostile strength, composition, and dispositions. These patrols return to their units in sufficient time to allow effective use of the information obtained.

b. Personal reconnaissance by the regimental commander, supplemented by directed reconnaissance and other sources of information, develops all obtainable data concerning the—

- (1) Composition and distribution of enemy forces, including the location of weapons, mine fields, and other defensive works, and undefended or weakly defended crossing sites.
- (2) Well-defined terrain features suitable as battalion objectives.
- (3) Locations for reserves and other units upon reaching the far bank.
- (4) Road and trail net on the enemy side.
- (5) Routes of advance through the enemy position.
- (6) Terrain features on the near side of the river for observation posts and for position areas for supporting weapons.
- (7) Location of crossing sites in the regimental zone of action, largely determined by—
 - (a) Width, depth, and current of the river.
 - (b) Existence of sandbars, reefs, islands, dams, or other obstructions.

- (c) Steepness and height above the water of both river banks.
 - (d) Approaches to both river banks.
 - (e) Existence of fords, ferries, bridges, and old bridge sites.
- (8) Exact location of concealed assembly areas and attack positions on the near bank of the river. These should be readily accessible to trucks and identifiable at night.

210. PLANS. Based on the division commander's order and on the additional information secured through reconnaissance, the regimental commander prepares a detailed plan which includes—

- a. Coordination with adjacent units.
- b. Determination of width of crossing front when not prescribed by the division commander.
- c. Formation for the crossing; in particular, the units to cross in the assault waves and the designation and initial location of the reserve.
- d. Zones or frontages, initial objectives of assault battalions, and determination of unit crossing sites.
- e. Allotment of craft to units, and assignment of other means of crossing.
- f. The place and time of contact between unit commanders and the engineer personnel in charge of the craft and other means of crossing.
- g. Time of crossing of tank elements; their tentative employment after crossing; and the means of crossing (on bridges, either existing or to be constructed; by raft, or by fording after being water-proofed).
- h. Coordination of mortar company and artillery fires into the plan of supporting fires, including pro-

visions for early crossing of the mortar company and artillery liaison and reconnaissance details.

i. Establishment of local security on the far bank to protect the construction of bridges.

j. Formation for the advance to the initial objective.

k. Antiaircraft and antitank security during and after the crossing.

l. Employment of regimental organic motor vehicles, including timely requests for waterproofing if fording is feasible.

m. Traffic plan.

n. Supply plan, including special measures to be employed.

o. Evacuation plan, including establishment of clearing stations and method of evacuating casualties from the far bank of the river.

p. Communication measures within the regiment and to the next higher unit.

q. Axis of signal communication, location of command post on the near bank, and tentative locations on the far bank.

r. Any special information concerning the initial location of the regimental commander, his time of crossing, and his tentative location on the far side of the river.

211. REGIMENTAL ORDERS. To give unit commanders the maximum time for reconnaissance and planning, the regimental commander issues warning orders as soon as practicable. The final order for the crossing may be fragmentary, but preferably it is as complete, specific, and detailed as possible. It in-

cludes as many of the details covered in paragraph 210 as time and available information permit, and it provides for the capture of the final objective.

212. WIDTH OF CROSSING FRONT. **a.** The crossing front of the regiment is usually prescribed by boundary lines or by designating limiting points between which the regiment is to cross. Within these limits a decision sometimes may have to be made as to whether to cross on a broad or a narrow front. The main factors which enter into the decision, in addition to the width of the assigned crossing, are the amount and type of enemy resistance expected during the crossing, the nature of both banks of the river, the width and depth of the river, the speed and direction of flow of the current, and the amount and type of available crossing means. A broad front lessens the vulnerability of attacking troops to enemy fire and freezes enemy reserves by preventing the enemy from learning where the main attack is to be. It also may disclose lightly held or unoccupied areas of the enemy's defense system. A narrow front permits more effective supporting fires of greater intensity by all weapons, simplifies the problem of tactical control, and provides greater opportunity for maneuver in developing the attack on the far bank of the river.

b. Frontages on the far bank assigned elements of the regiment approximate those assigned in normal terrain. When the regiment is crossing on a broad front this may require that gaps exist between units. When such gaps exist, tactical unity of the participating elements is preserved.

213. FORMATION FOR CROSSING. The determination of the number of battalions to participate in the assault crossing depends on the factors listed in paragraph 212 and on the width of the prescribed zone of action. The regimental commander usually keeps at least one battalion, or the bulk of it, in reserve.

214. ASSIGNMENT OF CROSSING MEANS. a. Sufficient assault or storm boats normally are provided to accommodate the leading assault waves of the regiment. These boats are available for continued ferrying operations for both personnel and supplies. Other types of crossing craft, such as light naval craft, may be made available. Except for unusually wide rivers, one or more foot bridges are provided for each regiment depending on the number of battalions to be used in the assault.

b. One or more light rafts capable of ferrying wheeled vehicles are provided the regiment for each battalion in the assault. It may be preferable, if the width of the river permits, to use all or part of the rafts to construct a light bridge. Priorities for the use of this bridge are established by the regimental commander.

c. One or more heavy rafts are provided on the same basis as the light rafts. These rafts are used initially to transport tanks behind the assault waves before the division heavy bridge is completed. If the heavy rafts are not needed for the construction or maintenance of the division heavy bridge, they are kept in the regimental zone for subsequent ferrying operations.

d. Construction of the division heavy bridge, which is capable of carrying all wheeled and tracked vehicles of the division, is completed as soon as possible. Priorities for the use of this bridge, and sometimes of available ferrying equipment, are established by the division commander. The regimental commander establishes priorities and coordinates the movement of regimental vehicles over the division heavy bridge, and on specified ferry equipment, within the time limits set by the division commander. When fording is feasible, vehicles (especially armored vehicles) are waterproofed and crossed as early in the assault as practicable.

e. Assault battalions, less vehicles, ordinarily cross by boats and on foot bridges. The reserve battalion crosses on the foot bridges or on a light bridge, if either is available. Necessary wheeled vehicles are crossed on the light rafts or on the light bridge.

f. The mortar company crosses on the light rafts or on the light bridge with an early priority.

g. When fording is impossible, the tank company crosses on heavy raft equipment or on the division heavy bridge with an early priority.

215. OBJECTIVES. a. The regimental *initial objective* is a terrain feature the capture of which eliminates the enemy's capability to place effective direct fire on the crossing front. Assault battalions are assigned portions of this terrain feature as their initial objectives.

b. The *second objective* of the regiment is a terrain feature the capture of which eliminates the enemy's capability to place ground observed artillery

and other supporting fires on the selected crossing sites.

c. The final objective of the river crossing is a terrain feature the capture of which eliminates the enemy's capability for placing any effective sustained fires of ground weapons on the selected crossing sites and on the space required on the enemy's side of the river for maneuvering of the entire command. The assault regiment normally is assigned a portion of this terrain feature as its final objective.

d. Attainment of the first objective facilitates crossing by assault on storm boats, foot bridges, and ferries. Attainment of the second objective, coupled with local air supremacy, makes possible the construction of bridges to cross heavier loads. Attainment of the final objective, coupled with air supremacy, gives uninterrupted use of crossing means over the river, permits the protected maneuver of troops in the furtherance of their mission, and facilitates the accumulation of supplies on the enemy side of the river.

216. ASSEMBLY AREA AND ATTACK POSITION. a.

The regimental assembly area for the river crossing ordinarily is designated by the division commander. Where no suitable area exists which will accommodate the entire regiment, or where it is more convenient, individual assembly areas may be designated for the units of the regiment. Although the attack position ordinarily is selected by the battalion commander, the regimental commander may designate it for coordination and to prevent traffic tie-ups in the

movement from the assembly areas and attack positions (see ch. 5).

b. The characteristics of an *assembly area for a river crossing* are similar to those for any assembly area (see par. 127). It is located within easy marching distance of the river line. Activities in the assembly area generally are the same as those prescribed in paragraph 127. However, all plans and orders for the crossing are completed by all units while in this area; also troops are organized into boat teams for designated craft or are specifically assigned other means of crossing.

c. The desirable characteristics of a *battalion attack position* for a river crossing are—

- (1) Ease of identification at night or under other conditions of reduced visibility.
- (2) Accessibility to trucks or carrying parties transporting the equipment to cross the river.
- (3) Proximity to easily identified, concealed, and covered foot routes to the river.
- (4) Proximity to the actual crossing sites.
- (5) Concealment for assembly of craft and other means of crossing.
- (6) Terrain suitable for distribution of troops parallel to the crossing front. (This distribution allows the troops to proceed directly and without delay to embarkation points, and permits them to leave the near bank simultaneously along the entire front.)

d. Activities in the attack position for a river crossing are generally similar to those for any other

attack. In addition, infantry troops and their boats are brought together in the attack position.

217. MOVEMENT TO THE RIVER. a. From assembly area to attack position.

- (1) After the attack position has been selected each unit involved in the crossing sends guides to make a daylight reconnaissance of its area in the attack position and of the route to be used in the movement from the assembly area.
- (2) When practicable the troops move under battalion control until they reach their own areas in the attack position. To prevent confusion and loss of time in the attack position, units march in boat teams or in tactical groupings designated for other means of crossing.

b. From attack position to river. Upon arrival in the attack position, units of the leading waves are met by guides, which usually are furnished by the engineers, and conducted to their craft or other assigned means of crossing. Boat teams, accompanied by engineer crews for the craft, are guided along previously marked and secured routes, carrying their assault or storm boats to the river. The near bank is in effect the line of departure for the assault across the river. However, every effort is made in the attack position to coordinate the movement in such a way that no pause or further coordination need be made at the river's edge. The movement forward to the river's edge is timed so that the craft of the leading wave are launched simultaneously. All suitable

routes are used to avoid congestion at the river's edge or on the better routes.

218. CROSSING THE RIVER. Engineer crews are charged with the operation of the craft in crossing. In the assault echelons the senior infantryman aboard is responsible for directing each craft to its landing area. The boat teams paddle across the river, unless powered craft are used. Each craft starts across as soon as loaded and moves as rapidly as possible, and by the most direct route, to its designated landing point on the opposite bank. No attempt is made to maintain formation of any kind while on the water, although intervals between craft are preserved. Unless the current causes an appreciable drift downstream from the proposed landing site, no effort is made to counteract natural drift. In such a case the necessity for counteracting this drift is anticipated by the regimental commander, and specific instructions are included in the regimental order for the crossing. Firing from craft rarely is attempted in daylight; at night it is prohibited. On reaching the far bank the troops disembark rapidly and deploy to continue the attack to the initial objective. Engineer crews return the craft immediately to the friendly bank for ferrying operations. In subsequent ferrying the engineers are responsible for direction.

219. SUPPORT OF CROSSING. *a.* Arrangements are made for air, artillery, and mortar company support for the crossing. In addition the regimental commander uses the fires of the heavy weapons companies of battalions not actively engaged in the initial crossing operation.

b. The use of tanks during the crossing depends on the depth of the river, the nature of its banks and bottom, and the means available for their crossing. The early presence of friendly tanks on the far bank may be essential to the success of the assault crossing. Every effort is made to insure the arrival of tanks at the earliest practicable time. When fording the river is practicable, tanks are waterproofed and attached to the assault battalions; they cross the river as soon after the leading wave as possible. Ordinarily other tanks are used on the near bank to protect the crossing of the waterproofed tanks and to deliver supporting high explosive and antitank fires for the leading waves. When fording is impractical, tanks are crossed on heavy rafts or bridges. They are used in general support until the time for their crossing. After crossing, infantry and tanks function in their normal manner.

c. If the crossing is made in daylight it is usually under the cover of a smoke screen. If a daylight crossing is to be forced against a strongly held river line the leading waves usually cross under cover of all available supporting fires in addition to the smoke. When the crossing is initiated at night, provisions are made to conceal crossing and bridge sites (at dawn) with smoke.

220. ATTACK AFTER CROSSING. After crossing, troops in the leading wave promptly clear the river bank. If the actual crossing of the water is opposed, no attempt is made initially to reorganize the boat teams into their normal platoon groupings. In such cases, or when the initial objective is close to the river,

the individual boat teams continue the attack to the initial objective. The platoon leader regains control of the boat teams and reorganizes his platoon at the earliest opportunity. When the actual crossing of the water is unopposed, individual boat teams proceed immediately to previously designated locations and are reorganized into their normal platoons. Rifle platoons then push forward to the initial objective, where the company commanders and the battalion commander reestablish control over their respective units. Unless otherwise ordered, battalions continue the attack to the second objective. The regimental commander regains control of the attack as soon as possible.

221. SECURITY. **a.** After the river crossing, initial security measures are established as for any other attack. Vigorous patrolling, especially to the flanks, secures early information of enemy counterattacks. Although it is an engineer responsibility to provide close-in protection for the bridging and ferrying equipment, the regimental commander may find it necessary to take temporary security measures within the scope of the division plan to prevent destruction of crossing equipment by enemy patrols.

b. The neutralization of all enemy air operations over the crossing area is vital. Higher commanders provide for supporting aviation and antiaircraft security for the crossing area.

c. Before the tanks are crossed positions are located on the near bank from which they can furnish antitank protection to the assault elements. After crossing the river, an antitank defense is established

promptly. Tanks, antitank weapons, and antitank mines are used as in any other attack.

222. SUPPLY AND EVACUATION. **a.** In river crossing operations the problems of supply and evacuation differ from those of normal operations principally between the time of landing of the leading wave and the subsequent crossing of motor transport. In addition the bridge, ferry, or ford constitutes a bottleneck which greatly handicaps traffic flow unless traffic plans are carefully prepared and effectively executed.

b. Traffic control measures are complete and flexible to provide for full use of the crossings in the exploitation of tactical success, to permit rapid adjustment to meet unexpected developments in the situation. Bridges may be damaged or destroyed, or changes may be required in the crossing priorities of units. The traffic plan establishes the priorities in which vehicles cross the river and provides for controlling the movement of vehicles and the use of the crossing means. Usually a senior staff officer is designated to supervise the flow of traffic from staging or assembly areas to the crossing sites and over the crossing means.

c. Individuals participating in the initial crossing operation usually are provided with one or more individual rations. Ammunition required for the initial phase of the operation on the hostile side is carried on the person and in assault craft. Some ammunition may be dropped on the far side of the river when aircraft are available. Ordinarily the initial

replenishment of ammunition for all weapons is accomplished by hand-carry on boats and foot bridges. Special measures frequently are required to provide the necessary labor. Amphibious vehicles are used if available. Priorities are established for the use of the light and division heavy bridges by supply vehicles.

d. Casualties occurring on the near bank usually are evacuated directly to the regimental collecting station or to the collecting stations of other units. Medical personnel accompany their units in the assault, carrying selected equipment and supplies. They render such medical service as conditions permit, and they evacuate casualties to battalion aid stations set up on the far bank. Until vehicles can cross, evacuation from the aid stations by collecting platoon personnel is limited to those casualties which can be transported in returning assault or storm boats or who can walk or be hand-carried over foot bridges. Pending the establishment of a return flow of vehicles on light and division heavy bridges, casualties may be ferried back on rafts. Helicopters and light aircraft, if available, may be used for evacuation as well as for supply.

223. COMMUNICATION. a. The usual communication agencies are employed before the departure of the leading wave from the near bank. Radio silence may be enforced for secrecy. With the crossing of the leading wave, radio silence is lifted.

b. When the commanders of the assault battalions have crossed, radio is initially their chief means of communication with the regimental commander. If necessary or requested, higher commanders may

furnish additional radios to the regiment. Light aircraft may be used to supplement radio communication.

c. Wire lines usually are extended across the river on foot or ponton bridges. Wire also can be strung over or under the river, unless it is very wide and flows swiftly. This wire may be laid by crews operating from boats or by wirelaying aircraft.

d. The regimental command post displaces across the river as soon as practicable on the light rafts or on the light bridge.

224. IMPROVISED MEANS OF CROSSING. When the crossing is unopposed and the characteristics of the river permit, improvised means of crossing may be used for speed. (For a detailed discussion of improvised crossing means, see FM 5-10 and TM 5-271.)

Section IX. TASK FORCES

225. PURPOSE. a. A task force is a temporary grouping of units under one commander for the accomplishment of a specific operation or mission. Task force organization is indicated when the accomplishment of the mission requires a force to operate independently or out of supporting distance of its parent unit. Suitable missions for task forces are turning or encircling maneuver during pursuit or exploitation, amphibious operations, airborne operations, distant raids, and distant security missions. Various arms and services are combined temporarily in an organization under one commander to accomplish the assigned task. The mission and the con-

templated method of accomplishing the mission are the determining factors in selecting the combat and supporting units to be included in the force. The arms and services are selected because of their adequacy and suitability for the assigned task.

b. Normally, a task force is organized by selecting a standard unit as the nucleus and reinforcing this unit so that it has the means necessary to do its job.

c. After a task force departs on its mission it is usually difficult or impossible for it to receive reinforcements. Therefore the success of the operation depends upon the effectiveness of the planning of the force's composition, organization, and operation.

226. ROLE OF THE REGIMENT. The infantry regiment may operate on a task force mission as part of a larger task force, as the infantry element operating with additional tank and other units, or as the nucleus of the task force. When the regiment operates as part of a larger force the regimental commander takes orders directly from the designated higher unit commander or from the task force commander. When the regiment constitutes the nucleus of the task force, the necessary supporting units usually are attached to the regiment and the regimental commander is designated as the task force commander. In some instances, however, this group of units is placed under command of a task force commander and the commanders of all component units, including the infantry regimental commander, report to him. In this case the several units are attached to the task force rather than to the regiment.

227. COMPOSITION OF REGIMENTAL TASK FORCE.

Based on the particular mission to be accomplished, on the estimate of the situation, and on the availability of troops, any or all of the following arms and services may be included in a regimental task force:

- a. Field artillery units.
- b. Tank units.
- c. Engineer units.
- d. Reconnaissance units.
- e. Antiaircraft artillery units.
- f. Chemical units.
- g. Medical units or personnel.
- h. Ordnance units or personnel.
- i. Signal personnel.
- j. Quartermaster units or other supply personnel.
- k. Transportation corps units.
- l. Tactical air control party.

228. ORGANIZATION OF REGIMENTAL TASK FORCE.

The mission, the terrain, the situation, the availability of units, and even the morale of enemy troops have a decided bearing on the organization and the size of the task force formed for any given operation. The organization of the task force is based on the following factors which vary according to the particular set of conditions existing at the time:

a. Balanced and self-sufficient organization. Ordinarily the objective assigned to a task force is one which requires the force to operate beyond supporting distance of the parent unit. This means that the force must be capable of accomplishing its mission and of protecting itself and sustaining itself without assistance from the parent unit for the duration

of the operation. The task force must include the proper proportion of combat elements, reconnaissance units, maintenance and supply units, and the means to control them.

b. Flexibility. During the operation, the task force normally is vulnerable to attack from any direction. The organization is flexible enough so that the task force can attack or defend in any direction on short notice. To increase the flexibility of the task force, it ordinarily is desirable to create subordinate tactical groupings, using each infantry battalion as a nucleus and reinforcing it with necessary supporting units. When making attachments to groupings the tactical integrity of units is preserved whenever possible. These subforces are readily available for use to meet unexpected situations which may arise in the operation. They are used only on missions contributing directly to the accomplishment of the task force mission.

c. Economy of force. The task force is the minimum force capable of reaching, seizing, and holding the objective. To keep the task force from becoming too large and unwieldy, only those units are included for which a real and definite need can be foreseen. Units not essential for the accomplishment of the mission become a liability to the task force commander and they also are denied useful employment elsewhere. When making attachments to subordinate units within the task force, the commander makes each tactical grouping as self-sufficient as possible without jeopardizing the success of the task force as a whole. When committing such groupings to action, he involves no more force than is

necessary because of dangers involved in not keeping a strong reserve.

229. TACTICAL EMPLOYMENT. **a.** Task forces normally operate under general orders from the parent unit. Such orders usually prescribe the specific mission and the general time it is to be accomplished, a general direction or area of movement (if movement is necessary), the task force commander, and the means available to him for the accomplishment of the mission. Ordinarily the task force commander is given complete freedom of action in accomplishing the assigned mission. In special situations the order for the organization and operation may be much more detailed and specific. In such cases many of the preliminary decisions are made by the higher unit commander.

b. Based on the mission, the estimate of the situation, and the composition of the task force, the commander makes decisions on the route, tactical groupings, command group, service echelon, and security.

230. ROUTE. **a.** In some situations the exact route may be prescribed by the higher commander, especially where there is to be coordination of several efforts. Ordinarily the higher commander prescribes a general direction or general area of movement, and the task force commander determines his own exact route. In determining this route the commander considers his mission, his estimate of the situation, his evaluation of the terrain, and the method of movement of the force. He first decides whether the force will use a single route or multiple routes.

b. When multiple routes are selected for the movement, they are generally parallel and within supporting distance of each other. If multiple routes are used but do not meet this requirement, the force is broken down into separate task forces. In some situations this may be desirable, but the task force commander considers the risk of defeat in detail. In making such a decision, the advantages of using multiple routes is weighted carefully against the known enemy capabilities. If the task force is completely motorized or mechanized, routes over roads and terrain capable of supporting the vehicles are selected. If the movement is predominantly on foot, as in mountains, jungles, or other difficult terrain, routes affording natural protection against hostile mechanized attack are desirable. If the task force is airborne or amphibious these same general considerations apply after the landing. (For a detailed discussion of airborne and amphibious operations, see FM's 71-30 and 60-5.)

231. TACTICAL GROUPINGS. a. Tactical groupings within the task force are made to obtain the best possible combination of troops and weapons to accomplish the mission.

b. In a regimental task force infantry battalions ordinarily form the basis of the individual tactical groupings. They are reinforced, as necessary, to accomplish the missions assigned to them. Tanks and other direct fire supporting weapons normally are attached to subordinate groupings. Mortars also are attached because of their range. Such attachments provide powerful, self-contained tactical groupings

suitable for movement and for relatively independent combat. Artillery units, in most cases, are capable of supporting the various tactical groupings from central locations, and they usually are kept under task force control.

c. The task force mission usually requires movement to a distant location. This movement normally is executed in a column formation or in several columns. The columns will be quite long and it may be necessary to adopt tactical groupings which are most suited for the movement phase of operation but which may or may not be the ones best suited for the final phase of the action. Changes in tactical groupings to be accomplished for the final phase of the action are executed as rapidly as practicable, preferably without halting the movement.

232. COMMAND GROUP. Task forces, being non-standard organizations, do not have a headquarters and a staff already organized. If the regiment is operating as part of a larger task force, the designated commander organizes the command group. If the regimental commander is also the task force commander he ordinarily uses some or all of his staff officers in a dual role, and his various staff members perform the staff duties incident both to the task force operation and to the regiment. The exact size of the command group varies according to the particular force. In all cases suitable communication or liaison with all the component parts of the task force is maintained. Most task force missions require speed and flexibility, so the command group is kept to a workable minimum.

233. SERVICE ECHELON. a. The service echelon of any part of the task force is usually too small to properly service the entire force. It is necessary to reinforce this element with additional service units or with additional trucks and personnel. The exact size of the service echelon necessary for any task force depends on the size of the force; on the size, number, and capabilities of service elements organic to the component parts of the force; and on the length of time the force will be independent of the parent unit. The service echelon contains the supply, medical, and ordnance facilities necessary for the proper functions of the task force. When the force is in enemy-held territory, it is necessary to provide protection for the service echelon, especially during the movement phase of the operation.

b. The exact placing of the service echelon varies according to the particular situation. Normally it obtains protection from combat elements or by its location within the task force. The amounts of the various classes of supplies carried with the task force depend on the size of the force, the nature of the expected action, the length of time it operates independently, and the feasibility of resupply by the parent unit. Due to the length of the column of battalion and higher unit task forces, the number of supply vehicles are kept to a minimum.

c. When feasible, means of resupply, including both ground methods and air drop, are planned before the departure of the task force. Since it is usually impracticable to evacuate casualties to the division clearing station during movement and during the conduct of the operation, ambulance and

clearing units may be furnished to the task force from the division medical battalion. The clearing unit, or the regimental collecting station if a clearing unit is not included in the task force, may be augmented by surgical teams supplied by the Army commander.

234. SECURITY. **a.** During movement, frontal security is provided by organic or attached reconnaissance units, or by reconnaissance agencies which are organized by the task force. The intelligence and reconnaissance platoon of the infantry regiment may be used to the front and flank for reconnaissance, either alone or in conjunction with other reconnaissance agencies. When a higher unit reconnaissance agency, such as the division reconnaissance company, is operating ahead of or on the flanks of the task force, the intelligence and reconnaissance platoon may be used for contact between the task force and the other agency.

b. Adequate and timely reconnaissance is essential to properly conduct the movement. This movement is ordinarily similar to movement to contact. The lead tactical grouping is ordinarily assigned an advance guard mission (see ch. 5).

c. Flank security is provided by reconnaissance and security detachments. In cases where important roads, avenues of approach, or terrain features constitute a serious threat to the task force as a whole, the security detachments operate under task force control. Each tactical grouping is responsible for its own immediate protection.

d. When the movement is such that the rear of the task force is vulnerable to enemy attack, the rear

tactical grouping is normally assigned a rear guard mission. If available, light aircraft may be used to obtain timely warning of the presence of enemy units both during movement and during the conduct of the operation. When used in this role, positive means of communication between the aircraft and the task force commander is established before the movement.

e. Special measures are taken against enemy air and tank attack if appropriate to the situation. When needed, special units are included in the force to provide this protection. When enemy air and tank threats are improbable, each unit within the task force takes the normal antiaircraft and antimechanized measures.

235. CONDUCT OF THE OPERATION. a. The conduct of the task force operation depends primarily on the mission to be accomplished. If movement is necessary, the task force moves to the objective area as rapidly as possible, avoiding combat unless it is necessary to accomplish the mission or for security. The commander keeps his mission in mind, resisting temptations to exploit opportunities for making effective raids against enemy troops or installations. Unless seizing such opportunities will further the accomplishment of his mission, the commander passes them by. Otherwise, the actions of a regimental task force are generally similar to those of a reinforced regiment during movement or the attack.

b. Normally the task force supports itself solely by its organic or attached units, except for possible air support. If the task force commander attaches most or all of his available supporting units to his

tactical groupings, he keeps at least one such grouping free from combat as his reserve.

c. The enemy eventually can concentrate a superior force at the objective area. To offset this enemy capability, the task force commander employs his force aggressively and achieves surprise by speed and by taking calculated risks.

d. The initial plan of the task force commander is thorough and complete. Since enemy contact is possible at the front, flanks, and rear of a task force, the task force commander relies heavily upon the initiative of his leaders to meet situations affecting their respective units.

e. When the need for close tactical air support is anticipated, an air force tactical air control party moves with the task force to secure and direct air attacks. (For a detailed discussion of the method of requesting air strikes and of the actions of the tactical air control party, see FM 31-35.)

CHAPTER 7

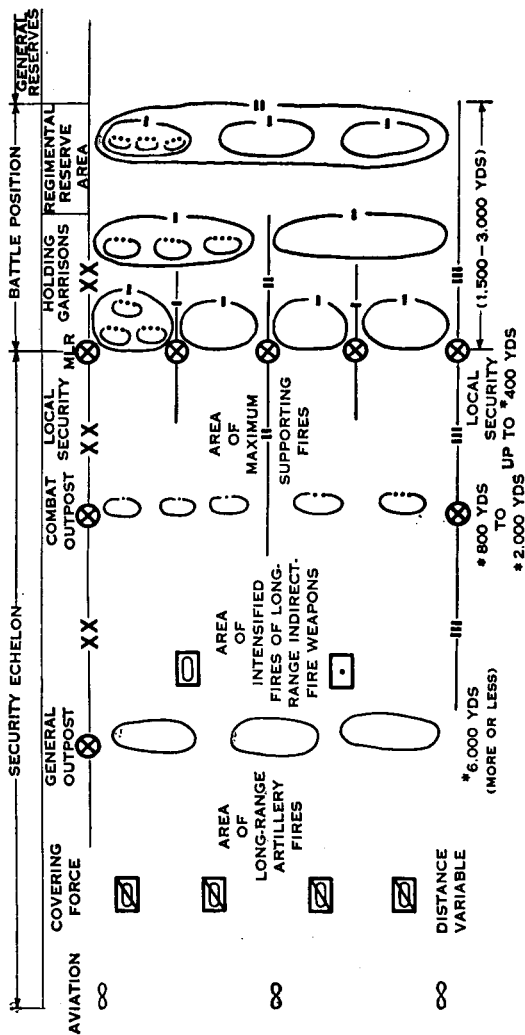
THE DEFENSE

Section I. GENERAL

236. DOCTRINE AND MISSION. a. Defensive doctrine contemplates the organization of a battle position to be held at all costs; the use of covering forces to delay and disorganize the advance of the enemy and to deceive him as to the true location of the battle position; and the employment of reserves to limit penetrations and to eject the enemy by counterattack if he succeeds in entering the battle position.

b. The mission of infantry in defense is, with the support of other arms, to stop the enemy by fire in front of the battle position; to repel his assault by close combat if he reaches it; and to eject him by counterattack if he succeeds in entering it (see fig. 8).

237. MISSIONS OF THE INFANTRY REGIMENT IN DEFENSE. The infantry regiment may organize and defend a sector of the division battle position, it may be held in division or general reserve, or it may be assigned security missions for a larger force. Regimental sectors are assigned by the division commander. The width of the sector is fixed by estab-



INCREASING DEFENSIVE STRENGTH

* FIGURES DENOTE DISTANCES FROM MLR.

Figure 8. Concept of defense (schematic).

lishing boundaries between adjacent units (see par. 243).

Section II. TACTICAL ORGANIZATION

238. DISTRIBUTION OF TROOPS. In defense the combat elements of the regiment are distributed in three echelons—security forces, holding garrisons, and regimental reserves. The security forces include those elements charged with gaining timely information of the enemy and giving warning of his close approach to the battle position, of delaying and disorganizing his advance, and of deceiving him as to the true location of the battle position. The holding garrisons include those elements charged with the immediate defense of the main line of resistance of the battle position. The regimental reserves include those elements available to occupy positions from which to block a penetration of the battle position, or to meet a hostile threat from the flank or rear, and to counterattack. The battle position includes the holding garrisons and the regimental reserves (see fig. 5).

239. SECURITY FORCES. *a.* Security echelons protecting the battle position may include aviation, covering forces, and a general outpost established by higher commanders; a combat outpost established by the front-line regiment; and local security. As many of these security elements are used as the situation permits.

b. *Aviation* includes light aircraft organic to ground forces and units of the air force operating with ground forces. Light aircraft organic to

ground forces conduct reconnaissance missions assigned by ground force commanders to locate enemy forces and to assist in the adjustment of fires on ground targets. Air force units operating with ground forces conduct reconnaissance missions to locate enemy forces, and execute air strikes against remunerative ground targets. Tactical air control parties may operate with the regiment, or elements of the regiment, to facilitate air strikes on targets close to ground force units. Requests for air force missions, to include assignment of tactical air control parties, are made through command channels (see FM 31-35).

c. *The covering force* is composed of ground reconnaissance units established and controlled by the division or higher commander. The mission of this force is to secure early information and warning of the enemy. Close coordination between these units and cooperating air force units is established.

d. *The general outpost* normally is organized and controlled by the division commander. The mission of the general outpost is to disorganize and delay the enemy's advance, and to deceive him as to the true location of the battle position (see par. 199).

e. *The combat outpost* normally is organized and controlled by the front-line regimental commanders. It performs the same mission as the general outpost within the capabilities of its strength and location (see par. 270).

f. *Local security* is established by company, platoon, and lower commanders. It consists of sentinels, observation posts, and listening posts

established within the unit defense areas and the immediate approaches to these areas.

240. BATTLE POSITION. The battle position is the principal resistance area of the defense. It is a zone of resistance consisting of a number of mutually supporting defense areas disposed in width and depth, each organized for all-around defense. So far as possible, tactical unity is maintained in each defense area. The battle position of an infantry regiment operating as a part of a larger force is delimited to the front by the main line of resistance, to the rear by the rearmost edge of the regimental reserve area, and to the flanks by the regimental boundaries. The regimental battle position is defended by occupying and holding in strength those terrain features whose loss would threaten the integrity of the position. The intervals between such defense areas are defended by fire (see fig. 9). A regiment normally occupies a battle position with two battalions forward and one in reserve.

241. FRONTAGE AND DEPTH. a. The frontage of the sector assigned to an infantry regiment is influenced by the mission, the total frontage of the higher unit, the combat efficiency and strength of the command, the availability of units, the amount and types of support available, the terrain, and the enemy capabilities. The frontage of an interior infantry regiment may be as little as 2,400 yards in broken heavily wooded terrain, and as much as 4,800 yards in flat, open terrain. In partially open rolling terrain the regiment usually is assigned a frontage of from 3,000 to 4,000 yards. When the higher com-

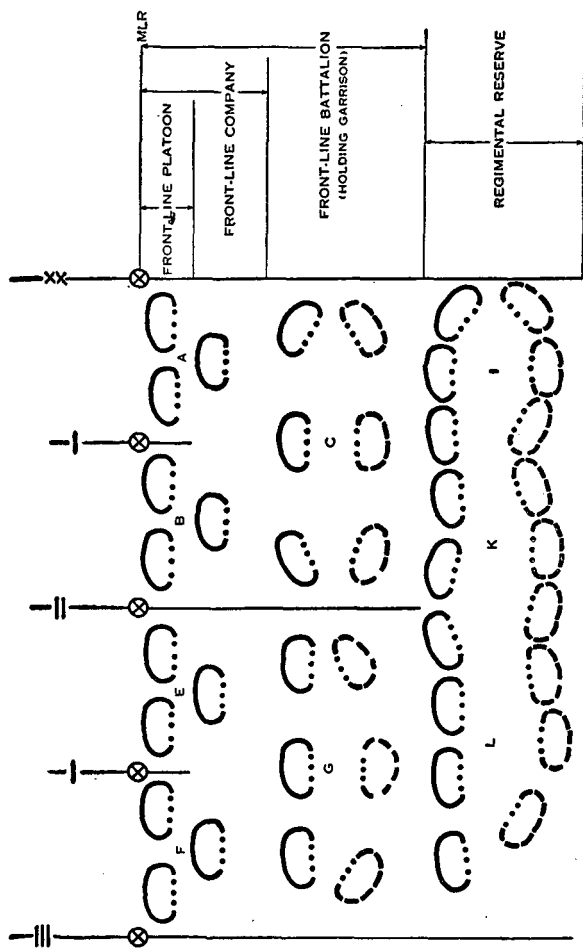


FIGURE 9. General organization for regimental defense (schematic).

mander has adequate mobile reserves, or does not anticipate a protracted defense on the position, frontages in excess of 4,800 yards may be assigned to a front-line regiment. The depth of the battle position of an interior regiment usually varies from 1,500 to 3,000 yards.

b. The regimental commander assigns frontages to his front-line battalions according to the natural defensive strength and relative importance of their defense areas. Battalions on exposed flanks are assigned narrower frontages than interior battalions. When a battalion occupies a vital area having poor observation and poor fields of fire, as in heavily wooded, broken terrain, its frontage usually should not exceed 1,200 yards. When the area is more open and affords longer fields of fire, a frontage up to 2,400 yards may be assigned. When obstacles in front of the position such as swamps, streams, extensive mine fields, or other factors reduce the probability of strong attack against the area, a frontage greater than 2,400 yards may be assigned. If a frontage exceeding 2,400 yards is assigned to a front-line battalion, intervals are increased between defense areas instead of thinning out troops within the areas. Intervals between defense areas are covered by fire, either by front-line battalions or by reserves in position.

c. The depth of the defense area assigned a forward battalion may vary from 800 to 1,400 yards. Throughout the depth of the battle position the distance from the front of the foremost defense area to the front of the next defense area behind it should not exceed the effective range of rifle fire. It should

be great enough so that no defense area is in the zone of dispersion of artillery fire directed at the next defense area to the front or rear. This distribution in depth diminishes the effect of hostile fire and provides for continuity of defensive fires and movement against the enemy.

242. WIDE FRONTAGE. a. The infantry regiment may be assigned a frontage which exceeds 4,800 yards, but not so wide as to preclude the organization of the position according to the principles of defense. Factors which influence assignment of the regiment to a wide front include air superiority on the part of the defender; expected reinforcements; enemy capabilities; and unfavorable terrain behind the occupied position.

b. With adjustments of varying degree, the principles of defense can be followed in the organization of a position up to 10,000 yards for the regiment.

c. Key terrain features are organized in strength and the remainder of the main line of resistance is lightly held. Each unit organizing a terrain feature is planned to be a self-sustaining powerful fighting force capable of continued resistance even when bypassed or surrounded.

d. Flexibility of both fires and troops is the major factor in the defense of such a position.

e. For the organization of a position on a wide frontage see FM's 7-10, 7-20, and 7-37.

243. BOUNDARIES. Boundaries between front-line regiments and battalions are extended forward of the main line of resistance at least to the limit of ground observation, including that of regimental or bat-

talion elements serving as combat outposts. Such an extension enables the commanders of these units to coordinate fires in the immediate foreground and delineates responsibility for the patrolling and the garrisoning of combat outposts. When the reserve battalion establishes the combat outpost the boundary between front-line battalions extends to the combat outpost. Boundaries are extended to the rear of the main line of resistance to fix subordinate areas of responsibility and to provide areas essential to the location of command and administrative installations. This rearward extension of boundaries is influenced by the existing road net and by the routes for movement within the position. Front-line battalions usually require a depth of 800 to 1,400 yards; regiments, 1,500 to 3,000 yards.

244. LIMITING POINTS. Points along a line of resistance where the responsibility of one unit stops and that of another begins are termed limiting points. Limiting points fix the localities along the general outpost line, the combat outpost line, and the main line of resistance where commanders of adjacent units coordinate their dispositions and fire plans for continuous mutual support. When necessary for coordination, limiting points are designated for a regimental reserve position. These points normally are designated by the commander fixing the boundary. Limiting points should coincide with readily distinguishable terrain features to facilitate coordination on the ground. Minor adjustments to improve the tactical disposition on the ground may be made upon recommendation of the local commanders con-

cerned when approved by the commander who initially designated the limiting point.

245. MAIN LINE OF RESISTANCE. *a.* The forward edge of the battle position is termed the main line of resistance (MLR). It is, in effect, a line joining the forward edges of the most advanced defense areas.

b. Within his sector the regimental commander locates the general trace of the main line of resistance to take the best advantage of existing terrain. The detailed trace of the main line of resistance is ultimately determined by battalion and company commanders. This trace is irregular to promote the most effective use of flanking fires, but the formation of large salients and re-entrants is avoided. The bulk of the supporting weapons are sited to permit concentrating their fires in defense of the main line of resistance.

c. The desirable characteristics of a main line of resistance are—

- (1) Retention of essential observation to the front and flanks.
- (2) Good fields of grazing and flanking fire for automatic weapons.
- (3) Presence of natural obstacles, particularly antitank obstacles.
- (4) Defensive works concealed from air and ground observation.
- (5) Facilities for communication, supply, and covered movements within the position.

246. HOLDING GARRISON. The regimental commander assigns battalion defense areas to his forward battalions (holding garrisons) by designating

their boundaries and limiting points. Battalions in turn assign company defense areas. Usually platoon defense areas are the smallest organized tactical areas, but in some cases the situation or the terrain may necessitate the disposition of platoons in separate squad defense areas. Battalions and smaller units designate the defense areas of their elements both in width and depth. Each company defense area consists of a group of mutually supporting platoon defense areas; a battalion defense area consists of a group of mutually supporting company defense areas; and a regimental sector of the battle position consists of the defense areas of the forward battalions and the defense areas and positions prepared by the regimental reserve (see fig. 6). When the tactical situation permits, the maximum coordination of all elements is made on battalion and regimental level before occupation of the positions is begun.

247. REGIMENTAL RESERVE. **a.** The regimental reserve occupies prepared positions which block enemy penetrations of the battle position, and it ejects such penetrations by counterattack.

b. The reserve prepares defense areas on key terrain in the rear area of the regimental sector where it can block penetrations from the front or flanks. The reserve may occupy its prepared positions before the anticipated time of the enemy attack (its movement may later be restricted by enemy fires or the speed with which the attack develops). Priority of construction is assigned by the regimental commander; the degree of completion depends upon the time available.

c. When the situation and terrain do not require the reserve to occupy prepared positions, part or all of it may be held in an assembly area. The desirable characteristics of a regimental reserve assembly area are—defilade and concealment; accessibility to prepared positions; accessibility to areas from which counterattacks may be launched; sufficient size to permit necessary dispersion of troops; and obstacles for antitank defense. Within the assembly area the reserve unit is disposed for all-around defense against any enemy attack. Fox holes or individual prone shelters with overhead cover are prepared for protection from air attack and artillery fire.

d. Counterattack plans are prepared concurrently with the organization of the position. Based on directives received from the regimental commander, the reserve battalion commander prepares the detailed plans. The decision of the regimental commander to counterattack is based on the probability of its success. Factors which must be considered in arriving at this decision include whether or not the penetration has been contained short of the reserve position and if the lost terrain has become a threat to the defense of the regiment. The counterattacking troops proceed from their prepared positions or assembly area to the line of departure by previously reconnoitered routes.

e. The primary positions of the heavy weapons of the reserve battalion normally are located for the execution of planned defensive fires in support of the reserve battalion prepared positions. Initially however, the 81-mm mortars may be assigned mis-

sions for long-range fires in support of the main line of resistance. When these long-range missions require the mortars to occupy supplementary positions, the mortars return to their primary positions before the reserve becomes engaged by an enemy attack.

248. MEASURES TO STRENGTHEN THE POSITION.

All defensive positions have certain inherent weaknesses which may be strengthened by the defender. If a position has restricted fields of fire, it may be strengthened by clearing fields of fire, by decreasing unit frontages, by providing dense flanking fires and mortar and artillery concentrations, and by using contaminations, obstacles, and mines. If a position is exposed to enemy observation, it may be strengthened by distributing units in depth, by constructing dummy works and masks, and by camouflaging. If the position has exposed flanks, it may be strengthened by using obstacles, contaminations, demolitions, and mines, all of which are covered by fire.

249. USE OF TANKS IN DEFENSE. a. The primary mission of the regimental tank company in defense is to provide antitank defense to the battle position. Tanks participate in counterattacks and reinforce the fires of front-line battalions. Platoons of the regimental tank company may be attached to front-line battalions; when so attached they are distributed laterally and in depth to stop enemy tanks forward of the battle position and to provide depth to the battalion's antitank defense. Primary, alternate and supplementary firing positions are prepared for each tank so attached. These tanks may occupy either

their primary positions or positions in the immediate vicinity of their prepared positions, or they may be held in section or platoon positions of readiness prepared to move according to plan to any one of several previously selected and prepared positions. Tanks attached to the reserve battalion provide anti-tank defense in depth and for the flanks and rear of the regimental sector; their use is included in counterattack plans of the regimental reserve. These tanks may occupy prepared positions or be held in a position of readiness.

b. When additional tanks are attached to the infantry regiment they are used as a unit to execute missions similar to those assigned the regimental tank company. It normally is desirable to attach these tanks to the regimental reserve and to use regimental tanks with the front-line battalions. If the defense becomes prolonged, or if excessive losses are incurred among those tanks attached to front-line battalions, it is desirable to relieve the entire company with an entire attached company to preserve tactical unity.

250. HEAVY MORTAR COMPANY. **a.** The heavy mortar company is normally in general support of the regiment. Priority of fires is allocated in the regimental order according to the needs of front-line units.

b. The platoon is the basic fire unit; it fires a platoon barrage or concentrations. A platoon concentration is 150 yards in diameter; a platoon barrage is 100 yards in depth by 200 to 400 yards in width. The width of the barrage is determined by the target and the planned density of the fires.

c. The platoons of the mortar company are normally located near the prepared positions of the reserve battalion. Platoons are dispersed in width and depth for protection from countermortar fires, and so that minor penetrations will not force all platoons to displace simultaneously. They are located to give maximum coverage to the entire battle sector and to facilitate fire control. Initially one or more platoons may be employed well forward, within or in front of the regimental position, for long-range fire missions and fires in direct support of the combat outpost. Ammunition for the forward positions is supplied in quantities based on careful estimates of the fires to be delivered. The units are prepared to occupy their primary firing positions in support of the battle position on order.

251. ANTI-AIRCRAFT ARTILLERY. The primary mission of the anti-aircraft artillery of the infantry division is to give anti-aircraft protection to critical areas, important installations, and supporting units which are particularly vulnerable to air attack. When the air threat is not major, elements of the anti-aircraft artillery battalion may be attached to the regiment and employed in ground support roles.

252. AIR SUPPORT. The mobility and long-range striking power of combat aviation make it an important means of countering the initiative of the enemy's offensive; it furnishes early support against a sudden and strong attack. Advance planning and reconnaissance by the tactical air force in collaboration with local ground commanders is necessary to obtain the maximum timely effect of air power.

Tactical air control parties may operate with the regiment, or elements of the regiment, to facilitate air strikes on targets close to ground forces. Requests for air force missions, including assignment of tactical air control parties, are made through command channels (see FM 31-35).

253. OBSERVATION. Companies, battalions, and regiment establish observation posts. These observation posts, and those of mortar and artillery observers, are coordinated to obtain detailed overlapping coverage of the area forward of and within the battle position.

254. DISPOSITIONS IN REDUCED VISIBILITY. When visibility is poor, listening posts and visual aids supplement normal observation to warn of hostile approach. Weapons are laid to fire assigned barrages and final protective lines, and such aids as artificial moonlight, direct lighting of the battlefield, illuminating shells, flares, and infra-red devices are used—

a. At night.

- (1) The enemy can be expected to make night attacks, frequently using artificial battlefield illumination for speed, control, maintenance of direction, and visibility. See paragraph 192 for a discussion of battlefield illumination in night attacks.
- (2) When the attack uses searchlights, all defending observation agencies locate, report, and immediately bring fire on the source of the light. Consideration is also given to the use of smoke to reduce the effectiveness of the artificial illumination.

- (3) The defender may use artificial illumination to facilitate supply and evacuation and the night construction of defensive works. He uses any of the night visual aids to detect enemy infiltration and movements of enemy troops in the foreground. Battlefield illumination and infra-red devices are especially valuable to outposts, listening posts, and other security detachments in guarding a specific avenue of approach.
- (4) In favorable conditions the defending forces can facilitate materially night counterattacks by using any or all of these means. In counterattacks the principles of using artificial illumination do not differ materially from those for a night attack listed in paragraph 192.

b. In smoke or fog. Since the duration of smoke or fog is uncertain, local commanders decide immediately upon the extent to which they will modify their dispositions. They may shift all or part of their troops to planned and prepared night positions, notifying higher commanders and the artillery of their changed dispositions.

Section III. PREPARATORY MEASURES

255. GENERAL. a. The preparations for the defense of a position include reconnaissance, planning the defense, issuing the order, and occupying and organizing the position. The sequence of these measures and the thoroughness with which each can be carried out depends principally upon the available time, and whether or not contact with the enemy has

been made. Timely decisions and efficient staff action are necessary for the rapid and orderly occupation and organization of the position.

b. Following receipt of the defense order from the division commander, the regimental commander makes a tentative plan of defense and a plan of reconnaissance; coordinates with the commanders of attached, supporting, and adjacent units; makes his terrain reconnaissance; completes the plan of defense; issues his order; and supervises the execution of his order. Troop leading procedure provides an orderly method for accomplishing these items in the minimum time.

256. TROOP LEADING; TENTATIVE PLAN. a. Having received the defense order the regimental commander makes a brief map study to formulate his tentative plan of defense. This tentative plan includes general provisions for security, disposition of units, assembly areas, and routes of communication. The essential elements of the tentative plan are transmitted promptly to his unit commanders so they can begin their reconnaissance and make other preparations for the employment of their unit.

b. After formulating his tentative plan of defense the regimental commander also makes plans for the following:

- (1) *Movement into position.* If his troops are not already on the position, the regimental commander provides for moving the regiment toward its assigned sector. If the defense is to hold a captured objective, he may plan movements redispersing his command on the position.

- (2) *Reconnaissance.* Before starting his terrain reconnaissance, to make the most efficient use of the time available to him, the regimental commander determines the localities to be visited and selects the route. This reconnaissance is as detailed as the situation permits. When the regiment takes up the hasty defense from a march formation or from offensive action, the commander modifies his reconnaissance to fit the situation and in some cases limits it to a map study. If contact with the enemy has not been made, the commander ordinarily is free to make a detailed reconnaissance.
- (3) *Issuance of order.* After planning his reconnaissance the regimental commander decides how, when, where, and to whom he will issue his order.
- (4) *Coordination.* Before departing on his reconnaissance and after he has made his tentative plan of defense, the regimental commander takes steps to insure coordination of effort with attached, supporting, and adjacent units.

257. RECONNAISSANCE. a. Certain officers are available to the regimental commander who can materially assist him in his reconnaissance. The regimental S-2, S-3, communication officer, tank and mortar company commanders, supporting artillery liaison officer, and other supporting unit commanders or liaison personnel are particularly qualified. The reconnaissance party also may include

messengers, a stenographer, a draftsman, and a radio operator. The time available and the terrain to be covered determine whether the reconnaissance is conducted by the group or whether the regimental commander assigns certain individuals separate reconnaissance missions to be accomplished concurrently. Provisions are made for the security of the reconnaissance party.

b. The regimental commander makes his reconnaissance according to the previously prepared plan. He studies the terrain to determine—

- (1) Most probable avenues of enemy approach for foot troops and for tanks.
- (2) Terrain in front of the position most suitable for enemy observation.
- (3) Probable enemy assembly areas.
- (4) Areas most advantageous for enemy attack.
- (5) Key terrain features within the regimental area.

258. TROOP LEADING; COMPLETE PLAN. Based on his reconnaissance and recommendations from his staff and unit commanders, the regimental commander decides on the—

- a.** General trace of the main line of resistance.
- b.** General strength and location of security detachments.
- c.** Distribution and missions of battalions and of regimental supporting weapons.
- d.** Location of defense areas, boundaries, limiting points, and reserves.
- e.** Use of artillery and other supporting weapons.
- f.** Antitank defense.

g. Construction of intrenchments, obstacles, and other field works.

h. Location of supply and evacuation installations.

i. Location of observation and command posts.

259. ISSUANCE OF THE ORDER. Upon completion of his plan for the defense of the assigned regimental sector, the commander issues the order to units in the most expeditious manner possible.

260. SUPERVISION. After issuing his defense order the regimental commander closely supervises both personally and through his staff, the execution of his orders. He insures that the provisions of the order are carried out without loss of time or effort and according to the plan.

261. PLANS—GENERAL. a. The essential elements of a defense plan include tactical organization (see pars. 238–254); security (see pars. 266–275); organization of fires (see pars. 276–284); organization of the ground (see pars. 285–290); counterattack (see pars. 291–292); administration; and communication.

b. During his reconnaissance, the regimental commander modifies his tentative plan, if necessary, and announces the result to his assistants. He receives their recommendations, approves or modifies them, and prepares notes for the regimental order. He may direct that fragmentary orders be issued.

262. PLANS—SUPPLY AND EVACUATION. a. Regimental supply plans are made to insure the maximum replenishment under cover of darkness. Ammuni-

tion necessary for the conduct of the defense between periods of scheduled replenishment is placed on the position. The amount of ammunition to be so placed is a command decision and is based on careful estimates in each individual case to avoid dumping an excessive amount.

b. Aid stations are usually located farther to the rear in the defense than in the attack. When time permits, routes of evacuation (litter and motor routes) to aid stations are reconnoitered and marked. Length of hand litter carry is reduced whenever possible by using vehicles. Collecting elements of the medical company evacuate casualties from aid stations to the collecting station.

263. PLANS—COMMUNICATION. Radio and other means of communication are installed according to previously established standing operating procedures (SOP) (see par. 46), and signal operation instructions (SOI) (see FM 7-24). Locations for command posts, and routes for wire lines are selected for all units including reserves. Alternate command post locations are selected. Advance communication plans are made for each of the probable missions of the reserve. The regiment usually installs two wire lines over separate routes to the command post of each battalion occupying a defense area. If flank positions are prepared for possible occupancy by reserves, at least one wire line is laid to each. Separate companies and the supporting artillery are included in the regimental wire net. Lateral wire lines are installed for communication between adjacent battalions and for use as alternate channels. Both

wire and radio communication are established with the outpost.

264. ORDERS. *a.* If the situation permits, the regimental commander issues a complete defense order. In the hasty assumption of the defensive, his reconnaissance is necessarily curtailed and he may issue fragmentary orders. (For the form and content of a complete defense order, see app. VIII.)

b. Under all conditions, important information and instructions are transmitted to unit commanders with minimum delay, providing them the maximum time to prepare their units for action. Exact information on the location of the main line of resistance, and on the security elements forward of the main line of resistance is furnished all subordinate and supporting elements of the defense as rapidly as it becomes available.

265. OCCUPATION OF POSITION. All units occupy their assigned defense areas as quickly as possible to get the maximum time for constructing defensive works. As soon as his defense area is designated, and before he begins his reconnaissance, each unit commander provides for the resumption or continuation of his unit's movement toward the designated area. He makes decisions and issues the necessary orders so that his units may move directly to their assigned areas and begin the work of organization.

Section IV. SECURITY

266. GENERAL. *a.* When available, advanced covering forces, both air and ground, provide distant se-

curity for the regiment. These advanced covering forces normally are controlled by higher commanders.

b. Security measures taken by a regiment in defense include all measures, both active and passive, taken to prevent surprise, to gain time, and to prevent early detection by enemy air or ground forces. Such security measures may include establishment of a general outpost; establishment of a combat outpost; reconnaissance patrols, both forward of the combat outpost and between the combat outpost and the main line of resistance; flank security; local security; warning system; camouflage; and concealment. Commanders give detailed supervision to all security measures for maximum effectiveness and coordination.

c. The regiment secures its movement to its sector by appropriate security detachments (see ch. 5).

267. GENERAL OUTPOST. **a.** The general outpost normally is established on orders from the division commander. He prescribes the location, the general composition, and the units responsible for the organization of the general outpost. The location of the general outpost line should deny the enemy ground-observed artillery fire on the battle position. When practicable, its location should not parallel the battle position. The general outpost is normally organized by elements of the regiment in division reserve.

b. The mission of the general outpost is to delay and disorganize the advance of the enemy; and to deceive him as to the true location of the battle position.

c. The general outpost should be strong in automatic and antitank weapons and usually is reinforced with tanks and engineers. It may be further reinforced by attached mortars and reconnaissance and intelligence units. According to its location, it may be supported by artillery from the main battle position or may have artillery attached to it. Transportation and communication facilities may be supplied to supplement the organic equipment.

d. The general outpost secures its movement into position and establishes security for the outpost position. It maintains contact with advanced covering forces operating to the front, and coordinates with security elements of the combat outpost.

268. ORGANIZATION OF THE GENERAL OUTPOST.

The general outpost consists of security elements, a line of supports, and a reserve. The security elements may consist of patrols, detached posts, sentinels, and outguards. The supports are the principal echelon of resistance of the outpost. They are placed at the more important points dominating or controlling the approaches into the outpost area. Extended frontages are covered by increasing the intervals between the supports. The intervals between the supports are covered by observation and fire. The reserve is located to reinforce the supports, to counterattack, and to cover the daylight withdrawal of the supports.

269. PLANS FOR OPERATION OF GENERAL OUTPOST.

a. Plans are based on the assigned mission and on reconnaissance by the outpost commander, who, when practicable, precedes the outpost troops to the

position. Plans are prepared for either a daylight withdrawal or a night withdrawal in the delaying action. The plans include security measures; the disposition and frontages of troops on the position, and on advantageous delaying positions in the rear; the organization and coordination of fires; the organization of the ground; means for deception and disorganization of the enemy throughout the action; and movement to successive positions in the rear. (For detailed discussion of delaying action, see ch. 8.)

b. The dispositions and frontages of troops conform in general to those in a delaying action. Successive positions to the rear are located so that the units which occupy them can cover the withdrawal of units to the front.

c. Positions for organic, supporting, or attached weapons permit them to fire at maximum ranges.

d. Organization of the ground is as complete as time permits. It includes measures for deception. Obstacles and mine fields are located to canalize the movement of hostile tanks.

e. Means for deceiving and disorganizing the enemy are designed principally to cause his premature deployment. These include the construction of dummy works to simulate a highly organized position, occupation of the maximum practicable front, long-range fires at rapid rates by all weapons, and selection of positions which may cause hostile deployment in improper directions.

f. Plans for the withdrawal of the outpost are based upon a careful reconnaissance of available routes and their location with respect to successive

delaying positions. Plans are coordinated between forward and rear elements of the outpost, and between the outpost and other positions located to the rear. Routes are selected that do not interfere with fire from the battle position.

270. COMBAT OUTPOST. **a.** The combat outpost covers the foreground of the battle position when the general outpost is at a considerable distance from the main line of resistance, or when the situation prevents the establishment of a general outpost. The mission of the combat outpost is to delay and disorganize the advance of the enemy and to deceive him as to the true location of the battle position. In accomplishing this mission it inflicts the maximum casualties on the enemy without engaging in close combat.

b. The regimental commander normally prescribes the general location, strength, and composition of the combat outpost. To facilitate coordination between adjacent regiments, the division commander may prescribe the general location of the combat outpost line. Personnel to man the combat outpost may be drawn from the reserve battalion or from the front-line battalions, depending upon the requirements and the tactical situation.

c. The regimental commander normally controls the combat outpost, coordinating its actions within the regiment and between it and adjacent regiments. When the responsibility for establishing the combat outpost is delegated to front-line battalions, the control may be exercised by or through the battalion commanders.

d. The general line selected for the combat outpost should afford long-range observation. Normally it is between 800 and 2,000 yards in front of the main line of resistance. It is far enough forward to deny the enemy close ground observation of the battle position. For each battalion front it varies in strength from a rifle platoon to a rifle company reinforced with machine guns, mortars, antitank weapons, tanks, and reconnaissance elements. Artillery and mortar company support usually is given from firing positions within the battle position through forward observers attached to the combat outpost. Air observers assist in observing the enemy and adjusting support fires. When the main line of resistance is located on a reverse slope, the combat outpost is placed forward of the local security force holding the crest.

e. The combat outpost usually is organized in one echelon as a series of outguards with appropriate sentinels and patrols. It maintains contact with security forces to the front and flanks, and with the battle position.

f. After it has been established, and as long as the general outpost remains in position, the strength of the combat outpost may be reduced. At night or during periods of reduced visibility the combat outpost may be increased in strength for increased patrolling.

g. The combat outpost withdraws on order of the commander controlling its actions. If the situation warrants and if communication to the rear is impossible, the outpost commander orders the withdrawal on his own initiative based on his knowledge

of the higher commander's plans. Normally the combat outpost is withdrawn before it becomes involved in close combat.

h. The withdrawal is made by previously selected routes so that fires delivered from the battle position can be coordinated with the withdrawal. If delaying action between the combat outpost line and the main line of resistance is practicable, positions are reconnoitered and plans for this action are formulated. When the combat outpost has been forced to withdraw, contact with the enemy is maintained by a combination of patrols and observation from the battle position.

271. FLANK SECURITY. **a.** Constant information of the situation in adjacent sectors is necessary for adequate flank security. This information is obtained by observers, liaison personnel, and the use of communication facilities. If observation to the flanks is poor from the regimental or battalion observation posts, specially placed ground observers, patrols, or air observers are used to supply prompt information.

b. Exposed flanks are secured by detached posts located to block the principal approaches. The observation of these detachments may be extended by patrols. Demolitions, obstacles, mine fields, and contaminations may be used to assist in blocking these approaches. The regimental reserve prepares positions to protect the exposed flanks of the regimental sector.

272. ANTITANK DEFENSE. **a.** Antitank measures consist of an adequate warning system, air strikes,

natural and artificial obstacles, antitank mines, antitank weapons, and the fires of other weapons which will delay or destroy armored vehicles. The antitank defense plan is designed to stop enemy armor in front of the battle position, and to offer continuous resistance to enemy armor throughout the battle position. Antitank defense measures are coordinated by the tank company commander under the supervision of the regimental commander.

b. A warning system is established using all existing intelligence and communication facilities to gain and disseminate timely information. All elements in the system immediately report tank threats by the fastest method of communication available.

c. The battle position is located to take advantage of cover, concealment, and natural obstacles to tank attack. Natural obstacles are improved, and artificial obstacles are constructed to lengthen or connect them. These obstacles are sited in front of and within the battle position to limit the maneuver of hostile tanks, and to permit the most effective employment of antitank fires. (For a discussion of antitank obstacles, see FM 5-15.)

d. Antitank mine fields are usually the most quickly prepared and the most effective artificial obstacles. They are sited to deny favorable areas of approach for enemy tank attacks or, by connecting or extending other obstacles, to canalize tank attacks into the best fields of fire for antitank weapons. Accurate records are maintained of mine fields, and friendly troops and vehicles are kept from entering the mined area. (See FM's 5-31 and 7-25.)

e. Obstacles are protected by antipersonnel mines and are covered by small-arms fire to prevent the enemy from removing or neutralizing them. They also are covered by antitank fire to destroy tanks which may be stopped or slowed down. (See pars. 276-282, 285, and 302-308 for active antitank measures.)

273. SECURITY AGAINST AIRBORNE ATTACK. a.

The regiment protects itself from air attack at all times. Such attacks may be by enemy aircraft fire or bombing, by hostile airborne troops, or by a combination of both.

b. Enemy parachute troops can be landed in relatively small areas and in almost any type of terrain; therefore, plans are made for the security of all areas against such attacks. Areas of responsibility against airborne attack normally are divided into two categories and are designated as forward or rear areas. The dividing line between these areas is usually the division rear boundary.

c. Airborne forces are seldom used in the areas of front-line divisions because of the normal dispositions of the defending forces. However, the possibility exists that an enemy airborne attack may be made to secure a critical feature for use by advancing ground forces or for harassing effect. Plans of a front-line division therefore include measures to counter such threats. Front-line elements of the division normally defend against airborne attack from their occupied positions, but provisions are made for the antiairborne defense of the rear area of the division. The reserve regiment usually is assigned

this mission in addition to other normal reserve missions.

d. Areas in rear of the division rear boundary are more likely to be attacked by airborne forces. Units located in these areas may be assigned missions of providing the antiairborne defense of a specific possible landing objective or area.

e. In either a forward or a rear area, the plans and organization for antiairborne defense by any commander charged with that mission include a warning system; passive defense measures; the defense of key terrain overlooking objectives and landing zones; planned counterattacks by a mobile striking force; and rehearsals.

f. (For a discussion of the nature of attacks by airborne troops, and for general principles governing the defense against airborne attack, see FM 100-5. For the conduct of such a defense by the battalion, see FM 7-20.)

274. SECURITY AGAINST ATTACK BY AIRCRAFT. a.

Security against aircraft is obtained by warning, camouflage, concealment, dispersion, and fire.

b. A regimental warning system is organized fully and is coordinated with any aircraft warning service organized by higher commanders. The warning system includes the use of all existing intelligence and communication facilities, measures for identification, and the most expeditious means for timely dissemination of information.

c. Security plans include conditions under which infantry weapons are used against hostile aircraft.

d. Measures for concealment are taken to defeat both visual reconnaissance and air photography.

When practicable, field fortifications are carefully sited to use the concealment afforded by nearby buildings, brush, hedges, banks, ditches, and cuts. (For details of camouflage, see FM 5-20.)

275. REGIMENT AS OUTPOST FOR LARGER FORCE.

When the regiment is the outpost of a larger force it is disposed on the position and prepares plans as previously described for a general outpost.

Section V. ORGANIZATION OF FIRE

276. FIRE PLANS. Fire plans are prepared by each unit to include all of its weapons. Each fire plan is coordinated between commanders of adjacent similar units. Each plan is reviewed by the next higher commander. His review includes checking coordination at unit boundaries and approving requests for supporting fires of weapons not controlled by the unit commander.

277. COORDINATION OF FIRE PLAN. **a.** The success of a defense is determined in a large measure by the coordination of the fires of the defending force. Every unit is responsible for planning the maximum coordination of its fires. The coordinated fire plan consists of those plans made by commanders before the battle. It insures that maximum effective fire is brought on the enemy throughout the conduct of the defense under any condition of visibility. This plan includes the selection of positions for all weapons, the establishment of an effective fire-control system, the planning of fires on probable targets, and the prearrangement of as many of these fires as time

permits, to include survey and registration when possible.

b. The coordinated fire plan provides for bringing the enemy under fire as soon as he comes within observation, holding him under an increasingly heavy volume of fire as he approaches the battle position, breaking up his assault by a dense band of fires immediately in front of the battle position, and ejecting him from the battle position by a combination of fires and counterattack. Planned support fires on a target area become prearranged fires upon completion of fire data for that target area. As many of the planned fires are prearranged as time permits.

c. Planned fires for the conduct of the defense include long-range fires, close defensive fires, final protective fires, and fires within the position.

278. LONG-RANGE FIRES. Long-range fires are planned to engage the enemy as early as possible, to inflict casualties, to delay his advance, and to disrupt his organization. They consist of the fires of those supporting weapons within the battle position capable of effective long-range fire without disclosing the forward elements of the battle position, and the fires of weapons organic and attached to the combat outpost. When the enemy comes within range of the available long-range weapons, they fire on located or suspected targets. As the enemy continues his advance and comes within range of additional weapons, he is brought under an increasingly heavy volume of fire.

279. CLOSE DEFENSIVE FIRES. Close defensive fires are planned to destroy the integrity of the attack-

ing force before an assault is possible by inflicting the greatest possible number of casualties; by disrupting command, control, and communications; by denying observation; and by neutralizing hostile supporting fires. Close defensive fires consist of the fires of all weapons which can be brought to bear on the enemy in his attack positions and until he launches his assault. As the enemy moves into his attack position he is engaged by the massed fires of designated supporting weapons; as he moves forward in the attack he is met by the fires of additional supporting weapons; and as he continues the attack and comes within effective range, he is brought under the fire of all weapons used to defend the main line of resistance.

280. FINAL PROTECTIVE FIRES. Final protective fires are planned to break up the enemy assault on the battle position by placing a band of concentrated fires across the front of the battle position just in front of the main line of resistance. They consist of pre-arranged fires of supporting weapons which can be delivered under any condition of visibility, and include machine gun final protective lines, mortar barrages, and artillery barrages. Final protective fires are delivered on call from a unit on the main line of resistance. Only those supporting weapons whose final protective fires are in front of the threatened unit fire their assigned final protective lines or barrages. All other available weapons supplement or reinforce the final protective fires and add to the intensity of the fires in the threatened portion of the front. Flat-trajectory weapons engage targets of

opportunity. High-angle weapons fire concentrations in front of the threatened area to reinforce the barrages or to engage other targets.

281. FIRES WITHIN THE POSITION. Fires within the position are planned to limit penetrations within the battle position, and to support counterattacks. They consist of the fires of weapons capable of firing into the penetrated area. If the enemy succeeds in penetrating the battle position, all available fires are used to limit the penetration, to prevent enemy reinforcements from entering the penetrated area, and to destroy the enemy within it. As soon as the penetration is contained, a counterattack is made to eject the enemy. Plans for probable counterattacks are made during the organization of the defense, and prearranged supporting fires are coordinated by the counterattack commander.

282. REGIMENTAL FIRE PLAN. **a.** In the appropriate paragraph of the regimental defense order (see app. VIII) the following elements of the regimental fire plan are prescribed:

- (1) Allotment of defensive fires of supporting and attached weapons.
- (2) Initial dispositions and missions of the tank company and the mortar company.
- (3) Initial missions for heavy weapons of the reserve battalion.
- (4) Appropriate instructions and prearranged signals for prompt delivery of planned fires including illuminating fires.

b. Based upon this information, the battalion and other unit fire plans are prepared in detail to show

specific missions, positions, and fields of fire or targets for all weapons included in the regimental fire plan. The regimental commander reviews these plans, paying particular attention to the coordination of fires at boundaries and to requests for artillery and mortar concentrations. He insures that—

- (1) Machine guns are distributed in width and depth in each battalion defense area; and that some machine guns are sited to fire on likely penetrations aimed at critical points in the regimental sector.
- (2) Planned artillery and mortar fires cover critical localities, dead spaces in the fire of automatic weapons, and areas beyond the range of other supporting weapons.
- (3) Fires of regimental and battalion antitank weapons located in forward areas are coordinated for defense of the forward portion of the battle position (see par. 272).
- (4) Provision is made to meet tank threats from the flanks and rear with the fires of some of these weapons.
- (5) Fires of all antitank weapons are coordinated with the natural and artificial antitank obstacles and mine fields, and with the fires of antitank weapons of adjacent and higher units to the rear.

c. The missions of the mortar company are prescribed in the regimental defense order. To facilitate the expeditious massing of its fires, the entire company normally is retained in general support of the regiment; however, priority of the fires of certain

elements may be assigned to specific forward units (see par. 250).

283. ARTILLERY FIRES. The plan of supporting artillery fires is based upon the general fire plan made in conference between the commander of the supporting artillery and the commander of the infantry regiment. Consideration is given to the requests for supporting fires from battalions occupying defense areas. Artillery fires in support of defensive combat include—

a. Long-range fires to inflict casualties and disorganize the enemy.

b. Fires in support of the combat outpost.

c. Planned concentrations on probable enemy approaches and assembly areas.

d. Concentrations and barrages to break up the enemy attack after it is launched.

e. Fires within the battle position, including those in support of counterattacks.

284. FIRES OF ATTACHED UNITS. Commanders of units attached to the regiment prepare unit fire plans for the regimental commander. Tank units, rocket units, antiaircraft artillery automatic weapons units, and chemical mortar units supplement the fires of division artillery and regimental supporting weapons.

Section VI. ORGANIZATION OF GROUND

285. GENERAL. a. Organization of the ground is the strengthening of a defensive position by clearing fields of fire, constructing field fortifications,

and camouflaging. The sequence in which these tasks are to be executed is expressed in orders in the form of priorities. The assignment of priorities does not prevent simultaneous work on several tasks. After the location of combat emplacements has been fixed, the priority may be—

- (1) Preparing weapon emplacements and cover for individuals.
- (2) Clearing fields of fire and removing objects masking observation.
- (3) Providing for adequate signal communication and observation systems.
- (4) Laying of antitank mine fields and executing important demolitions.
- (5) Preparing obstacles (other than mine fields) and other less vital demolitions.
- (6) Preparing routes for movement of reserves and for supply and evacuation.

b. Camouflaging and other provisions for concealment and deception precede or are concurrent with other work.

c. Organization of the ground is begun as soon as the troops arrive on the position and, except when interrupted by enemy action, continues as long as it is occupied. Initially, plans contemplate the execution of each of the tasks as thoroughly as time permits. If additional time becomes available, advantage is taken of the opportunity to further strengthen the position.

286. PLANNING AND SUPERVISION. **a.** In addition to assigning areas of responsibility to his units, the regimental commander's plan for organization of the ground includes an allotment of tools and mate-

rials; special priorities of construction; assignment of construction missions outside the defense areas or regimental units; construction missions for the regimental reserve; and missions for attached and supporting engineers.

b. The regimental commander and his staff supervise the organization of ground to insure that available means, including manpower, are used to the best advantage; that fortifications are located to best use the terrain and the planned fires; that, when practicable, the defense areas of small units avoid exposed localities; that camouflage precedes or is carried on concurrently with construction; and that necessary dummy works are suitably located and have the appearance of having been camouflaged. The position should be examined visually from the air, from aerial photographs, or (preferably) both.

287. ALLOTMENT OF TOOLS AND MATERIALS. Additional construction tools and materials may be provided by higher commanders. Tools and materials are allotted according to the amount and urgency of the work to be done by the various units.

288. CONSTRUCTION MISSIONS FOR THE REGIMENTAL RESERVE. The regimental order prescribes the priority of organization of positions within the area of the reserve. The reserve prepares defensive positions within its area to limit penetrations and to protect the flanks and rear of the regimental sector. After completing work on its assigned defensive position, if the reserve is assigned an assembly area it organizes this area for defense, including the con-

struction of fox holes and individual prone shelters for all personnel. The regimental reserve also may be ordered to assist in organizing the areas of front-line battalions. Such tasks may include clearing fields of fire, laying mine fields, developing natural obstacles, and constructing artificial obstacles. The reserve also may be used to clear routes for its own movement or for supply and evacuation, and to construct dummy works.

289. MISSIONS OF ENGINEERS. a. When combat engineers are available to assist in organizing the ground, they usually are assigned tasks in the order—

- (1) Demolitions and construction of obstacles.
- (2) Construction of works requiring special equipment or technical skill.

b. Engineer work is closely coordinated with chemical contamination and antitank mine fields.

290. CONSTRUCTION AND LOCATION OF WORKS.

a. For detailed information on types and methods of construction of various field works, see FM 5-15 and FM's of the 5-20 series. Concealment is sought for all except dummy works, and all works are camouflaged. Dummy works are not obviously exposed. Obstacles are located to obtain the best use of the terrain and are coordinated with defending fires.

b. Fields of fire in the direction of probable enemy approaches are the prime factor in determining the location of combat units. Emplacements for automatic weapons provide a field of fire covering the assigned sector; at least one alternate emplacement is required for each weapon. Supplementary positions

are prepared when secondary missions make them necessary. All individuals dig fox holes; when time permits, overhead cover is installed and communication trenches are prepared over exposed stretches on the routes of approach from the rear. As a general rule, communication trenches are not used as combat emplacements.

c. Dummy works serve to mislead the enemy and disperse his fire. They are started simultaneously with work on the true position and progress concurrently with it. To be effective they closely resemble genuine works, are located where the enemy might reasonably expect to find a defensive work, and show evidence of an attempt at camouflage.

Section VII. COUNTERATTACK PLANS

291. GENERAL. A counterattack is a limited objective attack to regain lost portions of the battle position. The counterattack force normally consists of foot elements reinforced with available tanks and supported by all available fire power. A single coordinated blow is delivered by as large and strong a force as the situation and the terrain permit. Tanks not actively engaged with the hostile forces are used to support the counterattack force. The counterattack is preferably directed against the flank of the penetrating forces toward an objective within the regimental sector. Objectives outside the regimental area may be assigned by higher commanders. (For conduct of the counterattack, see pars. 309-315.)

292. PLANS. **a.** The regimental commander directs that counterattack plans be prepared for each part of the battle position that he estimates may be penetrated. Priority is given to areas which, if penetrated, will be critical to the defense of the regimental sector.

b. The commander of the reserve battalion normally receives the directive and prepares the detailed plans after consulting supporting unit commanders. He submits the plans to the regimental commander for approval, and does the necessary coordinating with supporting and adjacent units. For convenience and to expedite execution, counterattack plans are numbered or lettered in the order of the priority of planning.

c. A temporary reserve is designated from available personnel to take over the responsibility of protecting the rear area when the regimental reserve is committed to a counterattack and until a new reserve is organized. The regimental commander designates a commander for the temporary reserve and requires plans for its use to be prepared.

d. Plans are prepared for the organization of a new regimental reserve from elements of the front-line units relieved by the counterattack or by elements of the counterattacking force.

e. A counterattack plan includes—

- (1) Line of departure and routes to it.
- (2) Formation.
- (3) Direction of counterattack.
- (4) Objectives.
- (5) Fire support.
- (6) Use of attached and supporting units.

- (7) Actions after reaching objectives.
- (8) Communication.
- (9) Rehearsals or briefing of unit commanders.
- (10) Coordination with temporary reserve commander.
- (11) Coordination with commanders of areas through which the counterattack passes.

f. The regimental commander supervises coordination of the counterattack by the regimental reserve with the action taken by the units of battalions in the holding garrison.

g. When the situation permits, counterattack plans are rehearsed. If rehearsals are impracticable, as many unit leaders as possible are conducted over the area, and tentative plans are explained to them on the ground. Attached and supporting unit representatives are present at rehearsals to insure maximum coordination with all elements concerned.

h. Adjacent commanders coordinate plans to eject the enemy from penetrations which would threaten both areas. The higher commander is informed of such plans.

Section VIII. CONDUCT OF DEFENSE

293. GENERAL. **a.** The integrity of the battle position is maintained by a combination of fire, fighting in place, and counterattacking. The defense is conducted aggressively. Advantage is taken of errors or failures of the enemy. The defense progressively disrupts and weakens the enemy from the time he comes within range of the covering forces up to his close approach to the main line of resistance.

b. All defensive action by troops ahead of or behind the main line of resistance is directed toward the defense of that line. A unit responsible for the defense of a tactical locality does not abandon it unless authorized to do so by a higher commander. (For defense under special conditions see FM 100-5 and app. X.)

294. RECONNAISSANCE. a. Regimental, battalion, and company observation posts, supplemented by patrols, keep the entire sector under observation to locate the enemy as early as practicable. The combat outpost and the general outpost cover the areas forward of their respective positions and to the flanks as far as the corresponding security echelon of the adjacent unit. Elements from the battle position cover the area forward of the battle position to the limits of the unit responsibility, and when necessary, the intervals between tactical localities to either flank. Each unit coordinates its battle reconnaissance and security measures with the next higher commander to insure complete coverage of the area and to prevent mistaken identity of friendly forces. The regimental commander coordinates, in detail, all patrols within the regimental sector.

b. At night, front-line units establish listening posts to the front and, when necessary, in the intervals between defense areas. Patrolling, both from the combat outposts and the battle position, is increased at night for reconnaissance and counter-reconnaissance.

c. Once contact with the enemy has been established, aggressive action insures detailed and timely

information of the enemy. Frequently it is necessary to conduct a reconnaissance in force or a raid to penetrate the enemy's security for the essential information.

295. ADVANCED COVERING FORCES. Advanced covering forces of higher units delay and report the activities of advancing enemy forces. Regimental motorized detachments keep in contact with the advanced forces of higher units and keep the outpost informed of the situation.

296. GENERAL OUTPOST. The principles for the conduct of the general outpost conform to those of a delaying action (see ch. 8). Every effort is made to inflict the maximum casualties on the enemy, and to delay and disorganize his advance by demolitions and timely and accurate long-range fires. Withdrawal is ordered when it is evident that hostile action may cut off elements or otherwise inflict severe losses.

297. ACTIONS OF GENERAL OUTPOST SECURITY ELEMENTS. **a.** Advanced elements (outguards) from the outpost cover the withdrawal of mobile advanced detachments by fire. They inflict maximum losses upon the advancing enemy by long-range fire as soon as profitable targets are presented. However, they do not open fire at long range on unprofitable targets such as widely dispersed scouts. The action of the outguards is supported by long-range weapons of the outpost position, preferably from supplementary positions which do not disclose the location of the outpost line of resistance, and by artillery. The action of the outguards is conducted to bring

about maximum enemy deployment in the wrong direction. At night or during periods of poor visibility, patrolling forward of the outpost is increased to gain contact with the enemy and to prevent surprise.

b. Outguards withdraw along previously designated routes before the approach of hostile forces threatens to isolate them. When the outguards are furnished by the reserve of the outpost, they may be withdrawn to a position behind the outpost line from which they can subsequently cover the withdrawal of the supports. When outguards are detailed from the supports they usually rejoin their units.

298. ACTIONS OF GENERAL OUTPOST SUPPORTS.

The supports constitute the outpost line of resistance. As outguards withdraw from their advanced positions, supporting weapons of the outpost line of resistance and the artillery of the battle position inflict maximum losses upon the advancing enemy. Heavy long-range fires from the outpost line of resistance can force the deployment of forces considerably stronger than those required to drive in the outguards and should result in bringing enemy artillery into action. Infantry supporting weapons fire at high rates to aid in creating the impression that the position is strongly held. Automatic weapons which ordinarily are emplaced in pairs may be separated by wide intervals, particularly where the terrain permits complete coverage of the ground. Alternate positions are freely used to increase deception. Riflemen open fire at long ranges (800 to 1,200 yards). Automatic rifles are used freely to enhance the impression that the position is strongly held.

Tanks and antitank guns open fire when profitable targets appear within their effective range. They endeavor to disrupt, canalize, and retard the advance of tanks toward the battle position.

299. ACTIONS OF GENERAL OUTPOST RESERVE. The organization and location of the reserve depend upon the plans for its use and the amount of delaying action to be accomplished. If the mission requires the outpost to hold the line of resistance for a given time, the reserve is stronger than when the withdrawal is to be made before any close combat. In addition to accomplishing the missions of the reserve within a battle position, it is prepared to form the covering force for the supports in a daylight withdrawal.

300. WITHDRAWAL OF GENERAL OUTPOST. Unless the outpost is required to hold for a definite time, its withdrawal is started as soon as it is apparent that a superior enemy force is deployed for action (see par. 270). The withdrawal, along previously reconnoitered routes, is in a direction tending to further mislead the enemy as to the location of the battle position. It also may be designed to draw the enemy in front of flanking fires from the next outpost delaying position to the rear (see ch. 8). The action on each successive delaying position is designed to create as great a change of direction of the hostile front as practicable, and to bring about the deployment of the maximum number of hostile units. Troops on the general outpost, after passing the combat outpost, usually withdraw to positions in reserve.

301. COMBAT OUTPOST. *a.* Within its capabilities, the conduct of the combat outpost generally follows that of the general outpost. It maintains contact with and assists in covering the withdrawal of the general outpost.

b. Patrols, security detachments, and observers seek early contact with the enemy to adjust long-range supporting fires on remunerative targets and to supply essential enemy information to the battle position. The combat outpost brings an increasing volume of fire on the enemy as he nears the battle position, and it resists until the strength and proximity of the hostile forces require its withdrawal (see par. 270). The withdrawal is made by previously selected routes so that fires delivered from the battle position can be coordinated with the withdrawal. These routes are kept under observation by front-line units.

c. At night, patrols from the combat outpost are increased to maintain contact with the enemy.

302. BATTLE POSITION; LONG RANGE FIRES. The battle position is defended by fire, by close combat, and by counterattack. As the attacker comes under the observation of patrols, aircraft, or the outpost line of resistance, he is subjected to the long-range fires of artillery and mortars. As the attacker continues his advance and comes within range of other weapons, the volume of fires is increased. Continuous surveillance over the attack is maintained to determine avenues of approach and assembly areas, and to adjust supporting fires on profitable targets.

303. CLOSE DEFENSIVE FIRES. *a.* As the attacker continues his advance and forces the withdrawal of

the security elements, fires from an increasing number of supporting weapons are intensified. Previously prepared concentrations increase the flexibility of fires and facilitate the massing of fires quickly in any given area where attacking forces are located, as well as on suspected avenues of approach and assembly areas. The increasingly accurate and intensified volume of supporting fires, and their coordination to mass fires, is designed to inflict the maximum casualties on the attacker and to disorganize him so that a coordinated assault is impractical.

b. Tanks located within the forward battalion defense areas engage remunerative targets of enemy armor at long ranges unless directed to withhold fire until the attacker comes within a specified range. Other antitank weapons which are cited to defend the main line of resistance withhold their fires until front-line rifle platoons open fire. Tanks and other antitank weapons may be used to fire on ground targets other than tanks providing this does not jeopardize the accomplishment of their primary mission.

c. Fires from weapons, except tanks, located on the main line of resistance are withheld until the hostile attack is within effective range of small-arms fire and until profitable targets are presented. These restrictions are to prevent premature disclosure of the defense areas and to insure that maximum effective fires are directed at the enemy.

304. FINAL PROTECTIVE FIRES. When an assault is launched, the predetermined final protective fires are called for to cover the threatened area (see pars. 276-284). Machine gun final protective lines and mortar and artillery barrages assigned to the threatened

area are fired according to the plan of final protective fires. Other weapons continue to engage targets of opportunity or are used to reinforce and supplement the final protective fires in the threatened area. If the enemy assaults he is met by fire, grenades, and close combat.

305. FIRES WITHIN THE POSITION. If the enemy succeeds in penetrating the battle position, immediate efforts are made to limit the size of the penetration. To accomplish this, maximum fires are directed at the penetration by all available supporting weapons, by company supports and battalion reserves from their prepared positions, and by units on the flanks of the penetration. As soon as the penetration is contained, immediate steps are taken to eject the enemy from the area and to restore the battle position. In rare cases this may be accomplished by fire alone; however, in the majority of cases a counterattack is necessary. Such counterattacks are executed by elements of the holding garrison or by the regimental reserve. If the penetration is of such magnitude that the holding garrisons are unable to limit it successfully, the regimental reserve is used either to block the penetration from previously prepared positions or to counterattack (see pars. 309-315).

306. DEFENSE OF THE FLANKS. Close check is kept on the progress of the action in adjacent sectors by observers, patrols, liaison personnel, and wire and radio communication. If a penetration is made in an adjacent area, flanking units hold the shoulders of the penetration. Elements of the regimental re-

serve may be moved to the threatened flank. Fires from supporting weapons may be diverted to assist in limiting the penetration. If the penetration reaches major proportions, the regimental reserve is moved to a previously reconnoitered or prepared flank position from which it can resist any attempt to extend the penetration. Initial threats to an exposed flank usually are met by the reserve of the flank battalion. Constant patrolling of the exposed flank is essential; when a major threat becomes apparent, the reserve battalion may be moved to a previously prepared extension of the battle position.

307. ACTION AGAINST ENEMY TANKS. **a.** Obstacles and mine fields in front of the battle position are covered by fire to prevent the enemy from neutralizing them before or during the attack. Tanks and antitank weapons neutralize and destroy enemy tanks. If the enemy attack is composed of both tanks and foot elements, efforts are made to separate the foot elements from the enemy tanks by fire.

b. Every effort is made to blind enemy tanks by the use of smoke. Smoke is used to blind overwatching tanks and is used against approaching tanks until they come within effective range of the defender's antitank weapons. The use of smoke against enemy tanks is coordinated closely by unit commanders to insure that observation vital to the conduct of the defense is not destroyed.

c. If enemy tanks penetrate the battle position, local commanders immediately close any gap created to prevent exploitation by the enemy and to isolate and destroy the enemy tanks. Such action

may include adjustment of troop dispositions; a redistribution of fires from small arms, antitank weapons and other supporting weapons; and the use of local supports and reserves. The destruction of enemy tanks which have penetrated beyond the holding garrisons is accomplished by weapons and elements within the regimental reserve area.

308. ACTION BY THE REGIMENTAL COMMANDER.

The regimental commander keeps in contact with the situation by personal observation and by reports from unit commanders and staff members. He influences the action by reallocating the fires of supporting weapons under his control, by requesting additional fires or units from higher commanders and by using the regimental reserve. He keeps his higher commander informed of the situation, particularly when he employs his reserve. When the reserve is employed, he reconstitutes another reserve from any available troops.

Section IX. CONDUCT OF COUNTERATTACK

309. GENERAL. Counterattack is a decisive element of the defense. The success of a counterattack depends largely upon its surprise, boldness, and speed of execution. All available supporting fires are fully coordinated with it. (For counterattack plans, see pars. 291 and 292.)

310. USE OF REGIMENTAL RESERVE. A counterattack by the regimental reserve is launched during the period of temporary confusion and disorganization which occurs when the hostile attacking troops

have entered the position and have not had time to reorganize and establish themselves. This period is relatively short. The regimental commander may order a counterattack when vital terrain is lost or threatened. A counterattack is made by a combination of foot elements, tanks, and supporting fires. When hostile armor dominates a penetration or is capable of exploiting the penetration, the commander employs all available means to overcome that armor.

311. SPEED OF EXECUTION. The reserve is prepared to act as soon as it receives the regimental commander's orders, so that the counterattack may strike the enemy when he has lost the momentum and coordination of his attack and is not yet disposed to defend his gains. The reserve's readiness for action is insured by the prior preparation of plans for various contingencies, by quick decisions, and by timely dispositions and movements from its occupied positions or its assembly areas.

312. COORDINATION. Coordination includes all arrangements for the implementation and execution of the counterattack within the counterattack force, with supporting units, and with units in the area or adjacent to the area of the counterattack. Previously prepared plans and rehearsals insure maximum coordination.

313. STRENGTH AND DIRECTION. The counterattacking force usually delivers its full strength in a single blow against the flank or flanks of the penetration. Since counterattacks have the limited objective of restoring a portion of the battle position,

reserves within the counterattacking force are small or may be omitted entirely.

314. ACTION AFTER COUNTERATTACK. **a.** After the counterattack has successfully accomplished its purpose, the troops of the counterattacking force do not advance beyond the original area of the battle position except on specific orders from higher commanders. When the penetrating forces are expelled, contact beyond the original main line of resistance is maintained by fire, observation, and patrols.

b. After the counterattack has restored the main line of resistance, the counterattacking force occupies the necessary defense areas to insure the integrity of the battle position. Adjustments are made to provide a holding garrison and a new regimental reserve. The new regimental reserve is organized from elements of the front-line units which were relieved by the counterattack or from elements of the counterattacking force, or elements of both. The personnel of the temporary reserve are released to return to their primary duties.

c. If the counterattack fails to retake the objectives and to eject the penetrating enemy force, counterattacking troops dig in and hold the line on which they are stopped. Higher commanders are informed, and the new line is held until further orders or reinforcements are received.

315. ACTION OF TANKS. When practicable, tanks are included in the counterattack. Their characteristics of mobility, armor protected fire power, and shock action are used to the maximum. The assault

echelon normally contains a high proportion of tanks. After retaking the objective, the tanks remain in the vicinity of the restored main line of resistance to protect the foot elements in their consolidation and reorganization.

Section X. RELIEF

316. GENERAL. If the defense is prolonged, higher commanders provide for the periodic relief of units.

317. PRELIMINARY ARRANGEMENTS. The relief of a regiment is preceded by a detailed reconnaissance of the sector and routes to it by personnel of the relieving regiment. All commanders down to and including platoon leaders visit the position before the relief. Commanders familiarize themselves with the dispositions and defensive arrangements of the outgoing units, and with the known hostile dispositions. They complete arrangements for the transfer to the relieving unit of ammunition, supplies, special equipment, wire lines, mine field records, and firing and communication data. They coordinate plans to provide necessary guides from the outgoing regiment to meet units of the incoming regiment and to conduct these units to their designated positions (see FM 7-20).

318. EXECUTION. Secrecy is essential in the preparation and execution of the relief. The relief is carried out under cover of darkness or other conditions of limited visibility to permit the bulk of the relieved regiment to close into designated assembly areas behind the battle position before enemy observation becomes effective. Selected personnel of

the relieved unit remain with the relieving unit for the time necessary to fully orient the relieving unit. The mutual exchange of crew-served weapons and supplies may be coordinated by the respective regimental commanders.

319. COMMAND. The incoming unit commander assumes responsibility for the defense when the major portion of his command is in position and he has established communication and control.

Section XI. RESERVE REGIMENT

320. MISSIONS. The division commander uses the reserve regiment during the development, organization, and conduct of the defense to perform missions required by the tactical situation. Normal missions include—

a. Counterattacks. Plans are prepared for counterattacks against possible penetrations which cannot be overcome by units within the battle position. Such counterattacks may be directed to destroy a penetrating enemy force and to restore the battle position. (For details of the plans and conduct of a counterattack, see pars. 291–292 and 309–315.)

b. Limiting penetrations and protecting the rear of the battle position. Positions are selected and organized from which the reserve regiment can limit major penetrations and provide all around protection for the division sector against enemy forces attempting to exploit a break-through.

c. Occupying flank positions or extending the battle position. Positions are selected and organized on lightly held or exposed flanks of the battle position

from which the reserve regiment can protect the flank or extend the battle position to counter enemy flanking actions.

d. Defending a rear battle position. When it is necessary to insure the accomplishment of a defensive mission over a prolonged period of time against a superior enemy, one or more rear battle positions may be constructed. All or part of the reserve regiment may be used to organize and occupy a section of a rear battle position. The organization of a rear battle position is the same as prescribed in paragraphs 238-254.

e. Organizing the general outpost. For organization of a general outpost, see paragraphs 267-269. For conduct of a general outpost, see paragraphs 296-300.

f. Relieving a front-line unit. When a defense is prolonged, front-line regiments need periods of rest and relaxation from constant alertness, and periods of relative freedom for rehabilitation, care and cleaning of equipment, and assimilation of replacements. The reserve regiment may be used for this relief. (For the planning and conduct of the relief, see pars. 316-319.)

g. Antiairborne defense. The reserve regiment may be used to provide the antiairborne defense of an area (see par. 273).

h. Counteroffensive. In some situations the reserve regiment as part of a larger force may be used in a general counteroffensive. A counteroffensive is different from a counterattack in that its mission is to seize the initiative and assume the offensive while the counterattack is a limited objective attack to regain a portion of the battle position.

321. LOCATION. Initially the regiment may be held mobile in an area which affords cover and concealment and which facilitates its probable future employment. In this area it is disposed for all around defense and secures itself against enemy attack, both air and ground. Detachments from the reserve may occupy prepared positions to provide security for the rear area or protection for the movement of the reserve.

322. SECURITY MEASURES. When held mobile in an assembly area the reserve regiment should take the following security measures:

- a. Adequate dispersal.
- b. Camouflage and concealment.
- c. Detail of local security forces.
- d. Establishment of liaison with front-line units.
- e. Establishment of antiaircraft and antitank warning systems.
- f. Location of antitank weapons to block probable approaches.
- g. Assignment of some automatic weapons to antiaircraft missions.

323. DUTIES OF RESERVE COMMANDER. The reserve commander prepares detailed plans for the execution of the missions assigned him, coordinates these plans with other interested units, and revises them when necessary. He keeps abreast of the situation by personal reconnaissance, by information from higher commanders, and by reports from liaison personnel. Either the commander or his representative remains at the command post of the next higher unit until the reserve is employed.

CHAPTER 8

RETROGRADE MOVEMENTS

Section I. GENERAL

324. TYPES AND GENERAL CONSIDERATIONS. A retrograde movement is any movement of a command to the rear or away from the enemy. It may be forced by enemy action or it may be made voluntarily. Retrograde movements include withdrawals from action, retirements, and delaying actions.

325. PURPOSES. Retrograde movements are made to accomplish one or more of the following:

- a. To disengage from battle.
- b. To avoid battle in a disadvantageous situation.
- c. To draw the enemy into a situation unfavorable to him.
- d. To gain time without fighting a decisive engagement.
- e. To conform to the movement of other troops.
- f. To permit the use of a portion of the command elsewhere.

326. TACTICAL CONSIDERATIONS. a. Retrograde movements are detrimental to the morale of a command. To counteract this effect, they require planning in great detail, constant control and supervi-

sion by all leaders, prompt reorganization of units, careful attention to the feeding and care of men, and the presence of higher commanders in critical areas.

b. Mine fields, demolitions, obstacles, and contaminations are used to the maximum to delay hostile pursuit, to assist in flank protection, and to destroy abandoned matériel.

c. Motor transportation is used to expedite rapid rearward movement of units withdrawn from action. Security forces consist of highly mobile units.

d. Enemy forces may be expected to follow up any retrograde movement relentlessly, both day and night, and to strike withdrawing columns from any direction. This necessitates continuous ground and air reconnaissance to the flanks and rear; rapid movement under cover of darkness; strong antiaircraft defense, especially at defiles through which withdrawing elements must pass; and continuous all-around antitank defense. In addition, provisions are made to counter the threat of enemy airborne troop landings. To offset this threat, advance guards are made stronger, a warning system is established, and motorized detachments are held ready for instant dispatch to threatened areas.

Section II. WITHDRAWALS FROM ACTION

327. GENERAL. **a.** A withdrawal from action is the breaking of contact with a hostile force. The purpose of the operation is to regain or preserve freedom of action for the main force. To prevent or limit pursuit, contact with the enemy is maintained by reconnaissance and security forces until the main forces have completed their withdrawal.

b. Withdrawals are classified as daylight or night withdrawals. A daylight withdrawal usually involves heavy losses and disorganization; it is preferable to defend until nightfall and make the withdrawal under cover of darkness. As a rule, only echelons behind the front-line battalions can be withdrawn successfully by day. The heavier the previous fighting and the closer the engagement with the enemy, the more difficult is the withdrawal.

c. Withdrawals are facilitated by concealing dispositions and movements, by bad weather, by rapid movement, by careful planning, and by counterattacks to confuse and slow the enemy.

d. The commander ordering the withdrawal designates a rear battle position on which the troops will renew the resistance, or an assembly area behind a position occupied by other troops. The rear battle position is selected at such a distance that the enemy is compelled to regroup his forces, displace his artillery, and renew his preparations for the attack. Ordinarily this distance should not be less than 6,000 yards, except in close terrain which limits enemy observation.

328. ORDERS. Orders from the division commander include—

a. Location of the rear position or area to which the withdrawing force is to move.

b. Regimental zone or routes of withdrawal and phase lines.

c. Composition, location, and general conduct of the covering forces.

d. Hour of priority of withdrawal.

e. Security measures, including demolitions to be executed.

f. Administrative details, including removal or destruction of supplies.

Section III. DAYLIGHT WITHDRAWAL

329. GENERAL. a. A general covering force with the mission of stopping, restricting, or diverting the enemy's pursuit, and supporting the withdrawal of forward units, normally is detailed by the division or higher commander. The general covering force normally is organized from units of the division reserve. A regiment may be detailed in whole or in part to the general covering force.

b. A regiment may be required to break contact with the enemy and withdraw, protected either by the general covering force or solely by its own elements. Units of the regiment in contact with the enemy use a portion of their strength as local covering forces to protect their initial movement to the rear (see FM 7-20). The regimental covering force supports the withdrawal of the forward battalions, then seeks to break contact with the enemy.

c. The mobility, fire power, and shock action of tanks are used to protect the regiment's withdrawal.

330. PLANS. The plans of the regimental commander for withdrawing his regiment are based on orders from higher commanders which prescribe the time or priority of withdrawal. Regimental plans are as detailed as time permits. They include the placing of a regimental covering force, arrangements

for time or priority of withdrawal of engaged units, and the assignment of withdrawal zones to phase lines or assembly areas. Instructions for further rearward movement may be issued after the arrival of units at the phase line or assembly area to provide for controlled, orderly movement.

331. RECONNAISSANCE. **a.** Reconnaissance is conducted in the direction of movement to determine successive positions for the regimental covering forces, zones of withdrawal for all units, phase lines, and areas for units on the rear position. The situation at the point of contact may require the immediate presence of commanders. In this event the regimental commander designates other personnel for the reconnaissance.

b. The principal factors in selecting the initial position for the regimental covering force are the location and direction of movement of the most threatening enemy action, the ability to give fire support to cover the withdrawal of the next units to the front, probable withdrawal routes of engaged units, the position and principal area of fire of the general covering force, and the prescribed withdrawal time of adjacent regiments.

c. Zones of withdrawal and phase lines to control unit movement are selected. The phase lines should be suitable for delaying action. The initial phase line selected is the first suitable delaying position behind the regimental covering force. Successive phase lines conforming to the requirements for successive delaying positions are described in paragraph 362. Boundaries are located to assign each unit a zone of withdrawal. These boundaries provide, if

possible, a road net for each unit so the withdrawal is not unnecessarily restricted or canalized.

332. ORDERS. The units of the regiment are informed as early as possible of the withdrawal, the approximate time it is to begin, their zones of withdrawal, and the initial phase line or assembly areas. Early information of its mission and position is sent to the unit selected as the regimental covering force. The orders prescribe the position to be occupied by the covering force, the zone of withdrawal of the regiment, and the steps to be taken by the covering force to prevent enemy interference within that zone. The orders also provide for means of informing the covering force when to begin its withdrawal from the initial position, and may prescribe its routes of withdrawal (see app. IX).

333. REGIMENTAL COVERING FORCE. **a.** The regimental covering force normally is organized by the reserve battalion, or elements of the battalion, reinforced with available supporting units and weapons. When practicable, the covering force is strong in automatic weapons, antitank weapons, tanks, and mines. It is supported heavily by the mortar company and artillery. When available, engineers and chemical troops also may be attached.

b. The regimental covering force takes full advantage of the long-range fires of its own weapons, and coordinates their fires with those of the general covering force if there is one. Its units are disposed on as wide a front as practicable. A reserve may be held out to meet threatened penetrations or flank envelopments. When the regimental covering force

withdraws, its reserve may be disposed in a rearward position to cover the withdrawal of the forces on the line of resistance. When an aggressive pursuit makes it necessary, successive positions to the rear are occupied according to the doctrines governing delaying action (see pars. 358-373). When relaxation of enemy pressure permits, the regimental covering force is organized as a rear guard. (For the action of rear guard units, see FM 7-20.)

334. FRONT-LINE UNITS. **a.** The regimental commander prescribes the withdrawal sequence of front-line battalions. When the terrain is favorable and the security of the regiment permits, all front-line units may be withdrawn simultaneously. However, those units least heavily engaged usually are withdrawn first. Fires of supporting weapons are adjusted to assist in breaking contact. In some situations it may be desirable to launch a local counter-attack with a limited objective to relieve enemy pressure on portions of the line and permit withdrawal of engaged units. Smoke screens may be very useful in disengaging such units.

b. When practicable, battalion commanders are given time to reconnoiter their withdrawal zones and to suballot them to their companies.

c. Elements of the regiment located in battalion defense areas and operating under regimental control usually are attached to battalions until the regiment is assembled or the rear position is reached.

d. Ordinarily the initial withdrawal of engaged units is straight to the rear under cover of the fire of local covering forces. Progressively larger units

are assembled and reorganized as the units move to the rear.

e. The regimental commander maintains close contact with the progress of his units during their withdrawal, and he regains control at the initial phase line or assembly area. He makes plans for further action and issues timely orders to each unit upon its arrival.

335. SUPPORTING AND ATTACHED UNITS. a. *Artillery* supports the regimental covering force in its initial position and in each successive position it occupies.

b. *Mortar company* elements may be attached to the regimental covering force to support the withdrawal of both the forward battalions and elements of the covering force.

c. *Tank company* elements attached to the covering force are used to gain the maximum advantages of armor, and to prevent the enemy from initiating a pursuit. Tanks are prepared to engage enemy armor at long ranges, to attack enemy elements attempting to penetrate or bypass the covering force, and to cover the withdrawal of elements of the covering force.

d. *The regimental intelligence and reconnaissance platoon* may be used under regimental control to screen the flanks of the withdrawal or to maintain contact with the enemy forces to give warning of enemy movement. All or part of the platoon may be attached to the covering force to perform similar missions.

e. *The antitank mine platoon* lays mines along avenues of approach which may be used by enemy

armor attempting to break-through or bypass the covering force. Guards are established at such mine fields until all friendly vehicles have withdrawn. The platoon operates in close coordination with attached or supporting engineers.

f. *The security platoon* is used for command post security and traffic control. It sees that the traffic flows smoothly to the rear.

g. *The counterfire platoon* employs a mobile counterfire plan. Part of it stays on the forward position as long as friendly counterfire weapons can be used. Most of the platoon normally is withdrawn with the main body of the regiment.

h. *Air observation* locates enemy forces and adjusts supporting fires.

i. *Air strikes* are directed against targets of opportunity such as enemy armor and reserve units.

j. *Antiaircraft units* are disposed to deny the enemy air observation of the covering force and to protect critical areas along the routes of withdrawal.

k. *Engineers* prepare demolitions which are executed as the last troops withdraw. Higher commanders do not impose demolition restrictions which may prevent the execution of a demolition and permit an installation to fall into enemy hands. Engineers also assist in destroying supplies which cannot be evacuated to the rear, and in preparing mine fields and antitank obstacles.

l. *Chemical units* place smoke to screen selected areas, and fire concentrations to reinforce other supporting fires. They also may contaminate demolitions and defiles.

336. SECURITY. a. A covering force, flank, advance, and rear guards secure the withdrawal of the regiment. The strength of the security elements largely depends upon the location of adjacent units, the security provided by higher commanders, and the enemy activity.

b. Units obtain antiaircraft security by using dispersed formations. Traffic control points are established along withdrawal routes to expedite the movement of traffic. All units detail air guards and fire at attacking aircraft when so ordered. Automatic weapons for antiaircraft fire are designated and placed in firing positions by all units when halted.

337. SECRECY. Secrecy ordinarily is lost as soon as the actual withdrawal begins, but it may be preserved to some extent during the preparatory phase. To maintain secrecy, vehicles moving to the rear proceed singly or in small groups. Deception may be gained by using open but regular formations for vehicles moving toward the front.

338. TRAFFIC CONTROL. a. The traffic control plan is prepared and put into effect before the withdrawal to preclude traffic congestion. Company vehicles are brought as far forward as practicable to transport weapons and ammunition to the rear. The number of vehicles brought forward is held to the minimum consistent with the load requirements.

b. When practicable some vehicles of the ammunition and medical trains are brought forward to transport supplies and equipment to the rear. Other train vehicles are moved to the rear by prescribed

routes from the train bivouac area. Premature movement which might disclose the withdrawal is avoided. Movement by infiltration before the beginning of the withdrawal reduces subsequent congestion and helps to preserve secrecy.

339. SUPPLY AND EVACUATION. a. The principal supply problem in a daylight withdrawal is that of ammunition. Adequate supplies are given to units used on covering missions. This may be accomplished by transferring to such units surplus stocks in the hands of other units. An adequate supply of ammunition is also provided at the rear position for the intended type of action and in time for that action.

b. Casualties at aid and collecting stations are evacuated before the beginning of the withdrawal. Medical personnel, to include those needed to operate aid stations, are attached to the covering force. Evacuation of casualties within the covering force is accomplished by organic vehicles or attached medical vehicles (see FM 8-10).

340. COMMUNICATION. a. During the initial stages of withdrawal existing communication facilities are maintained on the old position. Regimental and battalion command posts remain open in their old locations until the bulk of their unit has cleared their local covering forces and the new command posts have opened. A small detachment remains to operate the signal facilities for the covering forces and to maintain normal activity. When the command posts are abandoned, wire is cut and sections are removed to prevent use of the lines by the enemy.

b. The withdrawal route of the regimental command post is announced. The withdrawal routes of battalion command posts are prescribed in regimental orders. Battalions immediately report necessary departures from these routes. Regiment and battalions select necessary command posts along routes of withdrawal and inform higher, lower and supporting units of their location.

c. Communication personnel are sent ahead to install the regimental wire net on a rear position which is to be occupied for defense or delaying action.

341. REGIMENT AS GENERAL COVERING FORCE. a.

When the regiment acts as the general covering force of a larger unit, its initial position and the time it is to be held is prescribed by higher commanders. The regiment may be reinforced by artillery, tanks, anti-aircraft weapons, engineers, and chemical troops. Combat aviation may participate in the operation.

b. The regiment organizes and defends the covering position for a specified time, in a manner generally similar to that used in a delaying action on one position (see pars. 358-373). If both flanks are open, a large reserve (reinforced battalion) is maintained. This reserve is used to meet a threatened envelopment of either flank, to block a break-through, to counterattack, or to cover the withdrawal of troops on the line of resistance of the covering force.

c. A regiment operating as a general covering force accomplishes its mission by—

- (1) Delaying the enemy troops with demolitions and obstacles, particularly mines.

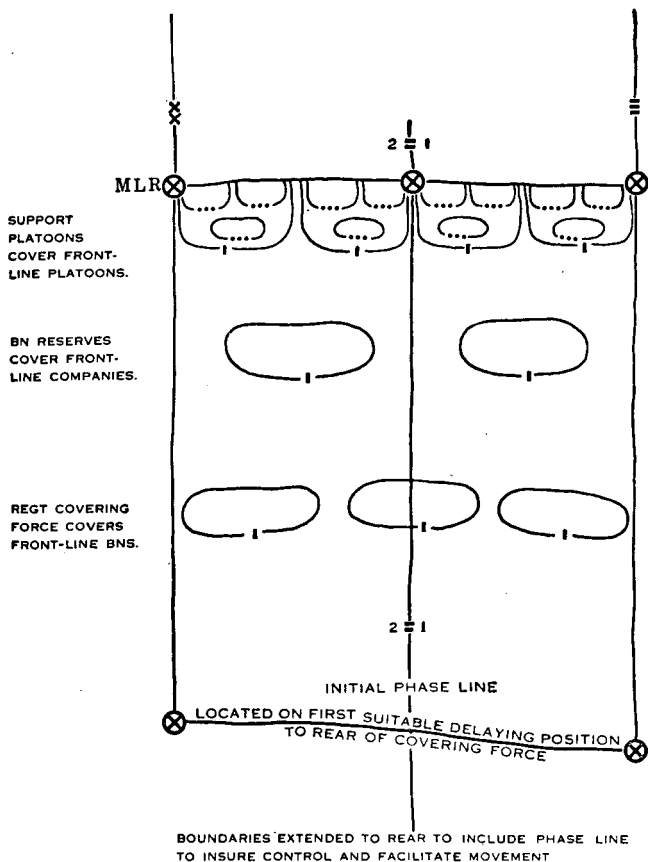


Figure 10. Daylight withdrawal, front-line regiment (schematic).

- (2) Employing all fires, beginning at long ranges.
- (3) Counterattacking if the situation warrants.
- (4) Covering its withdrawal by the fires of its own reserve and supporting weapons (see fig. 10).

Section IV. NIGHT WITHDRAWAL

342. GENERAL. **a.** In a night withdrawal, darkness facilitates secrecy and restricts enemy action. Plans normally are more detailed than for a daylight withdrawal because of the control required.

b. The bulk of the troops and transportation is moved to the rear under the protection of a covering force composed of small detachments in contact with the enemy. This covering force remains in position and screens the withdrawal by simulating normal activity until the remainder of the regiment has withdrawn far enough to be secure from interference by hostile ground forces. This force provides antitank protection for routes of approach through the position, and for entrucking areas and other vulnerable points.

c. Because of the broad front on which the covering force is deployed, the regimental commander cannot maintain effective personal control. Each regimental commander in contact designates a covering force commander. The division commander provides artillery support, coordinates the action of the elements holding the regimental sectors, indicates the time of withdrawal, and prescribes the action in case of hostile attack. Covering forces are directed to withdraw either at a prescribed hour or upon order.

d. The higher commander also may provide a general covering force for the rear position to which withdrawal is made. The missions of this force may include covering the withdrawal of the covering forces and supporting artillery; protecting the assembly of the division for further retrograde movement; or serving as a general outpost if the rearward position is to be defended.

e. Preparatory to a night withdrawal, measures may be taken to confuse and disrupt the enemy. Such measures must not become fixed, as an alert enemy could predict the withdrawal.

f. If tanks are used as part of a local counter-attack they are subsequently withdrawn for use with the battalion or regimental covering forces.

343. PLANS. The plans for the night withdrawal are complete and detailed and provide for a simple plan of maneuver. The regimental plan includes the designation of a regimental covering force, and measures for the coordination and control of its action; the time each unit is to start its withdrawal; the withdrawal routes; and initial points and assembly areas required for each unit. Measures are also taken to provide for identification, secrecy, deception, security, and maximum speed of execution consistent with control.

344. RECONNAISSANCE. During the regimental reconnaissance, assembly areas and withdrawal routes are selected for all units. The rear position also is reconnoitered. The reconnaissance is planned carefully so that company representatives have sufficient time to make a detailed daylight reconnaissance of

withdrawal routes, of assembly or entrucking areas, and of the defensive position if one is to be occupied. Reconnaissance parties may mark routes and positions, and post guides.

345. INITIAL POINTS AND ASSEMBLY AREAS. Regimental control is established through the designation of initial points, battalion and other unit assembly areas, or a combination of both. Battalion assembly areas are located as far forward as practicable, consistent with the terrain and situation, to facilitate movement and at the same time to give protection and secrecy. They should be defiladed from the front, concealed from air and ground observation, and protected from tank attack. Assembly areas that serve as entrucking points should be accessible to roads and permit an easy turn-around for vehicles (see par. 127).

346. ORDERS. **a.** As soon as the decision to withdraw is known, unit commanders are given a warning order. It includes the new position area (if known), the time of withdrawal, the commander (by name), and the composition of the covering force on the old position. To insure secrecy it may prescribe limitations on reconnaissance and movement.

b. The withdrawal order usually is issued in fragmentary form; orders for the covering force are given priority to enable the covering force commander to begin his task. The time at which the covering force commander assumes command is stated; this usually is the hour at which forward battalions are to initiate their withdrawal (see app. IX).

347. COVERING FORCE. The covering force for a night withdrawal has the dual mission of resistance and deception. General limitations on its strength are frequently prescribed by higher commanders; if not, they are prescribed by the regimental commander.

348. COVERING FORCE COMMANDER. The covering force commander usually is the regimental executive officer or one of the battalion commanders. Part of the staff, facilities, and personnel of the regimental command post (including intelligence personnel) may assist him.

349. DISPOSITIONS, COMPOSITION, AND STRENGTH.

a. The covering force generally is disposed in three echelons. From front to rear these are—

- (1) *Widely separated elements*, usually one squad from each front-line platoon, and single crew-served weapons on the main line of resistance, generally outlining the position held at nightfall.
- (2) *Small supports*, usually one squad from the support platoon, located in the company support areas.
- (3) *Slightly larger detachments*, usually one platoon from the reserve company, located in the battalion reserve areas.

b. Covering forces left in each battalion defense area usually are limited to the equivalent of a reinforced rifle company. Selection of supporting weapons to be left in place is planned to provide some of each type of weapon, distributed both in width and depth to conform to daytime dispositions. Some

antitank weapons are left in place, covering the most favorable avenues of approach for enemy tanks at night. Elements of supporting troops and weapons such as tanks, engineers, the antitank mine platoon, the intelligence and reconnaissance platoon, chemical troops, and medical personnel may be attached to the covering force. Where practicable the enemy is delayed by mines, obstacles, and contaminations.

350. CONDUCT OF THE COVERING FORCE. **a.** Detachments left on the main line of resistance are located to give the impression that the entire line is occupied. They resist any hostile attacks and conduct other firing to simulate normal occupancy.

b. The squad left in the support platoon area of each front-line company is used to eject enemy patrols entering the position and for local patrolling. The rifle platoon usually left in place in the battalion reserve area is responsible for patrolling, for protecting the covering force command post, and for blocking the more likely avenues of enemy approach into the battalion rear area.

c. Mortar company and artillery supporting fires are called for by forward observers and liaison personnel.

d. Withdrawal of elements of the covering force is made initially to a prescribed assembly point along previously reconnoitered routes. The time of withdrawal of the regimental covering force generally is prescribed by higher commanders. It should permit the covering force to come under the protection of the outpost of the rear position by daylight. Motor transportation may be furnished for this purpose.

Supporting artillery and mortars of the mortar company usually are started to the rear just ahead of the foot troops. The covering force commander keeps the commanders of the supporting artillery and mortar company units informed of the progress of withdrawal of the foot troops. Elements of the covering force withdraw simultaneously, either on a prescribed time schedule or on order. The covering force maintains a suitable security formation until it clears the outpost covering the rear position.

351. WITHDRAWAL OF MAIN FORCES. **a.** Higher commanders usually prescribe that the main forces of the regiment begin their withdrawal shortly after dark.

b. Regimental plans ordinarily provide for the simultaneous withdrawal of all elements not designated as part of the covering force. Small units move to unit assembly areas over previously designated and reconnoitered routes. From these areas they move by motor or marching to an initial point where they adopt the formation for the movement to the rear position.

c. Trains and rear installations usually lead the column to the rear, followed in turn by company vehicles not required by the covering force and the foot elements. Disposition of battalions and units within battalions for the movement to the rear are made to facilitate their planned employment on the rear position. A small rear guard secures the movement.

352. SECRECY. Secrecy is vital to a successful night withdrawal. All daylight activities which might disclose the intention to withdraw, such as abnormal movement of trains to the rear, are prohibited. Any necessary daylight motor movements to the rear, including reconnaissance, are made by infiltration. Careful provision is made to prevent noise during the withdrawal of the main forces. Lights are prohibited; special measures for enforcement of secrecy are taken in assembly areas; and deceptive measures are used.

353. MOTOR TRANSPORTATION. Company vehicles and some vehicles of the ammunition and medical trains are brought as far forward as practicable, shortly after dark. Secrecy may be sacrificed if too many vehicles are brought forward of battalion assembly areas. Self-propelled weapons may be held in position until later stages of the withdrawal, when secrecy becomes less important. Sufficient vehicles are left in assembly areas to transport the heavy weapons and ammunition of the covering force.

354. SUPPLY AND EVACUATION. a. Ammunition for forward elements is maintained at a level necessary to meet estimated requirements before the withdrawal starts. Frequently this can be accomplished by transferring ammunition from the first troops to withdraw. Supplies are delivered at the new position in sufficient time for any anticipated action. The feeding of a hot meal on the old position is planned for those troops not moving back early. Those not fed on the old position should have a hot meal waiting on the new position.

b. The problem of evacuation in a night withdrawal does not differ materially from that in a daylight withdrawal. A skeleton aid station remains with the covering force.

355. COMMUNICATION. a. In a night withdrawal, communication is maintained in the old position and is established to and within the new position.

b. The time of displacement, route of movement, and locations of the regimental and battalion command posts in the new position are announced.

c. During daylight, reconnaissance is made to select and mark command post sites in the new position. Wire lines are installed before dark unless such action would cause the loss of secrecy.

d. Continuous wire communication within the covering force is provided by leaving necessary communication personnel, and using the wire lines already established in the old position. Wire communication between the new regimental command post and the covering force command post is desirable, but may not be established unless available wire lines already exist over the greater part of the intervening distance. Wire circuits are cut as soon as they are discontinued and some of the wire is removed to prevent use by the enemy.

e. During the withdrawal, radio silence is maintained in the new position and the use of radio for the movement is restricted to that necessary for emergency control. Normal radio traffic in the old position is continued for deception.

f. Pyrotechnics are used in the old position as prearranged signals to the extent permitted by the simulation of normal activity.

Section V. RETIREMENT

356. GENERAL. A regiment usually executes a retirement on orders of higher commanders. On an independent mission, a regiment initiates a retirement in compliance with specific instructions or after completing an assigned mission. Without competent orders to do so, a decision to retire without having accomplished the mission is justified only when all possibilities of accomplishing it have been exhausted, and a continuation of the battle will lead to excessive losses or a decisive defeat. No commander is authorized to order a retirement on his own initiative simply because of local misfortune or reverses suffered by an adjacent unit (see FM 100-5).

357. CONDUCT. If the regiment is in contact with the enemy, it first executes a withdrawal from action. After contact with the enemy is broken, the regiment regroups in assembly areas, the column for the march is formed, and security is established. Trains are sent ahead to clear the way for the combat echelon. Motor transportation is used to the greatest extent practicable to reduce the necessity for foot marching. If necessary, dumps of supplies are established along the route of march.

Section VI. DELAYING ACTION

358. GENERAL. a. The purpose of a delaying action is to gain time while avoiding decisive action. Delaying action finds special application in the operations of covering forces and other security detachments.

b. Delay may be accomplished by offensive action, by defensive action in one position, by delaying action in successive positions, or by any combination of these methods.

c. The regiment may conduct a delaying action independently, either on a special delaying mission or as a security element of a larger force such as a general outpost or rear guard. This section deals only with independent delaying action by the regiment. The regiment also may conduct delaying action as a part of a larger delaying force. In such a situation the general conduct of the regiment is according to orders from the delaying force commander; methods of executing these orders are governed by the considerations discussed here.

d. Under certain conditions, such as open country where the enemy forces have freedom of action, the regiment acting as a delaying force may be particularly vulnerable to encirclement and flank attack by mobile enemy forces. The regimental commander uses air reconnaissance, air strikes, tanks, and motorized units to give warning and to meet such threats.

e. The echelons of a delaying force consist of a security echelon, a series of supports forming the line of resistance, and a reserve.

359. MISSION. A delaying mission usually directs the holding of enemy forces beyond a definite line until a certain time. The reason normally is announced. If the limiting line and time are not specified, the regimental commander determines both from the available information.

360. TIME AND SPACE. Based on a consideration of the time and space factors, the regimental commander determines the duration of the resistance to be made on each available successive delaying position. The resistance may vary from a delay by long-range fires alone to an outright defensive battle. The space available for delay extends from the line beyond which the enemy must be held as directed in the mission, to the most forward delaying position that the regiment can reach and occupy in the available time. The number of successive positions that may be occupied depends on this space and the terrain.

361. INITIAL ACTIONS. Upon receipt of orders for his delaying mission, the regimental commander makes a map study, selects tentative positions, plans his reconnaissance, warns his unit commanders, and if necessary, issues orders for immediate movement.

362. SELECTION OF POSITION. **a.** The regimental commander reconnoiters to determine the exact location of the initial delaying position. If the situation permits, battalion commanders with parties of limited size accompany or closely follow the regimental commander's party.

b. Prime requisites for delaying positions in open country are—

- (1) Good observation and long fields of fire. (Using topographical crests facilitates the development of long-range fires. If a long delay on one position is required, good short-range fields of fire also are necessary.)

- (2) Concealed withdrawal routes.
- (3) Natural obstacles to the front and flanks.
- (4) Maximum concealment for the forces on the delaying position.

c. In close terrain delaying positions are selected to promote a different type of action from that contemplated in open terrain. In general they are astride avenues of approach; they provide concealment for the delaying forces, thereby promoting surprise; and they provide obstacles or difficult terrain to the front and flanks which restrict enemy movements and hinder the full development of the enemy's superior combat power.

d. After selecting the initial delaying position the regimental commander directs that reconnaissance be made for an outpost position. This position should be within supporting range of the delaying position artillery, but far enough to the front to permit the outpost to perform its missions of harassment, delay, and deception. In open country, depending upon the ground forms, it usually is from 800 to 2,000 yards to the front. Its general characteristics conform to those of the delaying position.

e. Successive delaying positions behind the initial position are reconnoitered and selected as time permits. After contact becomes imminent the regimental commander does not leave the initial position for this purpose. In such a situation he delegates the duty of reconnoitering and selecting rear positions to other personnel.

f. In open terrain delaying positions are echeloned in depth to such an extent as to force the enemy to displace his artillery (6,000 yards) each time he

places his fire on successive delaying positions. However, no good delaying positions are passed up merely because they do not require the enemy to displace his artillery. In close terrain, the distance between successive positions ordinarily is less than in open terrain.

g. Successive positions are so located that they give up no more ground than is necessary.

363. PLANS. Plans for delaying action provide for—

a. The designation, location, and conduct of the outpost.

b. The assignment of areas to battalions, with boundaries to assign responsibility to the front and rear.

c. Coordination for mutual support.

d. The designation and location of the reserve and its tentative missions.

e. Security of the flanks.

f. Measures to delay the enemy to the front and flanks and between successive positions by demolitions, contaminations, mines, and the adaptation of natural obstacles.

g. Coordination of artillery fires with other measures for defense.

h. Coordination of the withdrawal under conditions permitted by the assigned mission.

364. ORDERS. Complete orders for the defense on the initial position may be issued. Orders for subsequent action usually are fragmentary, but plans are so complete that few subsequent orders are necessary (see app. IX).

365. DISPOSITIONS. **a.** Frontages for a delaying position may be approximately twice as great as those for a sustained defense. Increased frontages are covered by placing a greater number of small units (companies and platoons) on natural defensive terrain features on the line of resistance, and by allowing greater intervals between adjacent defense areas. Intervals between individuals within small defense areas are not increased. Adjacent units are located so that intervals between them permit mutual support by flanking fire.

b. Delaying positions are organized in much less depth than defensive positions. This results from the elimination of rearward defense areas and the increase of distance between defense areas. Front-line companies normally hold out few, if any, supports, and these are located for flank protection or to cover wide intervals. Battalion reserves may consist of only part of a rifle company, suitably located to meet possible threats at critical points. They also cover with fire the gaps between areas on the line of resistance. Where a prolonged defense in one position is required by the mission, frontages are decreased and depths increased.

c. The regimental commander locates the regimental reserve where he can use it for flank protection and for covering the withdrawal of troops from the line of resistance. He bases the strength and composition of the regimental reserve primarily upon the necessity for securing one or both flanks.

366. ORGANIZATION OF GROUND. The regiment organizes the ground as completely as time permits. Fields of fire are cleared and the position is camou-

flaged. Advantage is taken of natural obstacles to the front and flanks, and their effectiveness is increased by using mines, demolitions, and contaminations.

367. CONDUCT OF DELAYING ACTION. **a.** The conduct of the outpost is similar to that prescribed for the outpost of a defensive position (see ch. 7).

b. The defense of the line of resistance differs from that of the main line of resistance of a sustained defense in that normally it is not held until the enemy closes with it. All weapons fire at long ranges even though this discloses the location of their positions. In open country where the enemy forces have great freedom of maneuver, artillery and mortars of the mortar company give particular attention to the interdiction of enemy movement toward the flanks. Tanks and other antitank weapons are sited to cover the most probable avenues of approach for enemy tanks, and they open fire when enemy tanks are within range.

c. The reserve secures the flanks and covers the withdrawal from the line of resistance. The reserve commander prepares plans and reconnoiters routes to meet threats to either flank. He establishes flank security patrols to gain timely information and to delay the enemy. He selects a covering position, organizes it, and makes plans as outlined in paragraphs 329-341.

d. Offensive action for tanks is given first priority. In addition to firing antitank missions, tanks may be used to make surprise flank attacks, to counterattack against premature pursuit, to protect the flanks, and to assist the infantry in breaking con-

tact. Tanks may fire from prepared positions to assist in delaying the advance of the enemy force.

e. During action at the first position, engineer and chemical troops are assigned the mission of preparing demolitions and contaminations to delay the enemy force in the area between successive positions.

368. WITHDRAWAL. a. If the enemy threatens to gain close contact with the position, the commander decides whether to hold the position until darkness or to execute a daylight withdrawal. (For daylight withdrawal, see pars. 329-341; for night withdrawal, see pars. 342-355.)

b. When the mission and situation permit, action on any delaying position is prolonged to withdraw under cover of darkness. Night withdrawals are desirable when the enemy has superiority in combat aviation or tanks.

c. When the mission permits, the withdrawal is made before the enemy approaches a position from which he can launch a decisive attack. All units withdraw simultaneously by previously designated zones or routes. Fires of artillery and mortars cover the initial stages of the withdrawal. A few automatic weapons and small groups are left in place to stop any enemy assault. These groups withdraw in time to avoid capture. Vehicles are left to transport them to the rear.

d. The regimental commander determines the time of withdrawal, and informs the unit commanders in advance or by prearranged signal.

369. BETWEEN SUCCESSIVE POSITIONS. Demolitions and contaminations prepared between positions are executed by special details as the last troops clear them. Small detachments with automatic weapons are left on intermediate positions from which they can delay the advance of the enemy and the removal of obstacles. These detachments are instructed to withdraw before they are seriously threatened. If antitank mines have been placed, sentries are left until the last friendly vehicle has cleared.

370. DELAYING ACTION IN CLOSE TERRAIN. **a.** In close terrain the lack of enemy observation facilitates surprise action by small forces, but makes the problems of coordination and control more difficult.

b. When delaying on a broad front which contains a number of avenues of enemy advance, the regiment usually decentralizes control by assigning battalions the missions of delaying on one or more of those avenues. The regimental commander periodically regains control by prescribing the time that rearward delaying positions are to be occupied.

c. Delay is increased by surprise fire from concealed automatic weapons and tanks placed to sweep trails or to deliver flanking fire upon them. Areas which prevent the enemy from leaving the roads are particularly suitable for this type of action. Such fires may be accompanied by local offensive action where conditions are favorable. Lack of observation for artillery and mortars usually requires that their fires be registered in advance. The antitank mine platoon, the pioneer and ammunition platoons, engineers, and chemical troops are particularly useful

in delaying action in close terrain, especially in the construction of road blocks, mine laying, contamination missions, and demolition missions.

d. Reserves are located where the routes of approach to the front facilitate their movement and support of any of the delaying units.

371. SIMULTANEOUS OCCUPATION OF SUCCESSIVE POSITIONS. Exceptionally, the regiment may occupy two delaying positions simultaneously. They are so located that artillery from the rear position can cover the withdrawal from the forward position.

372. MOTOR TRANSPORTATION. Necessary ammunition and communication vehicles are released to battalions and other regimental units before the enemy makes contact.

373. COMMUNICATION. In a delaying action, communication methods are similar to those used in the attack or hasty defense. Emphasis is placed upon mobility, and preparations are made for rapid rearward displacement. Installations are kept to a minimum. By timely reconnaissance, positions are located for installation of communication in rearward positions. Wire lines are laid to battalions. Ordinarily, the regiment does not lay wire between successive positions.

CHAPTER 9

THE AIRBORNE INFANTRY REGIMENT

Section 1. GENERAL

374. SCOPE. **a.** This chapter deals with the tactical employment of the airborne infantry regiment in its primary mission of airborne assault.

b. The tactical employment of the airborne infantry regiment, after it has reorganized following an assault airborne landing, generally is the same as for the infantry regiment. Therefore, the instructions contained elsewhere in this manual pertaining to ground operations are applicable to the airborne infantry regiment in most respects.

c. This chapter emphasizes those phases of employment which are peculiar to the airborne infantry regiment due to its method of transportation to, and arrival in, the combat area.

375. COMPOSITION. **a.** The airborne infantry regiment consists of the headquarters and headquarters company, service company, support company, medical company, and three infantry battalions (see fig. 11).

b. The organization of the airborne infantry regiment is the same as for the infantry regiment, except that the airborne infantry regiment has an organic support company, containing heavy mortars and antitank guns, instead of a tank company and a mortar company.

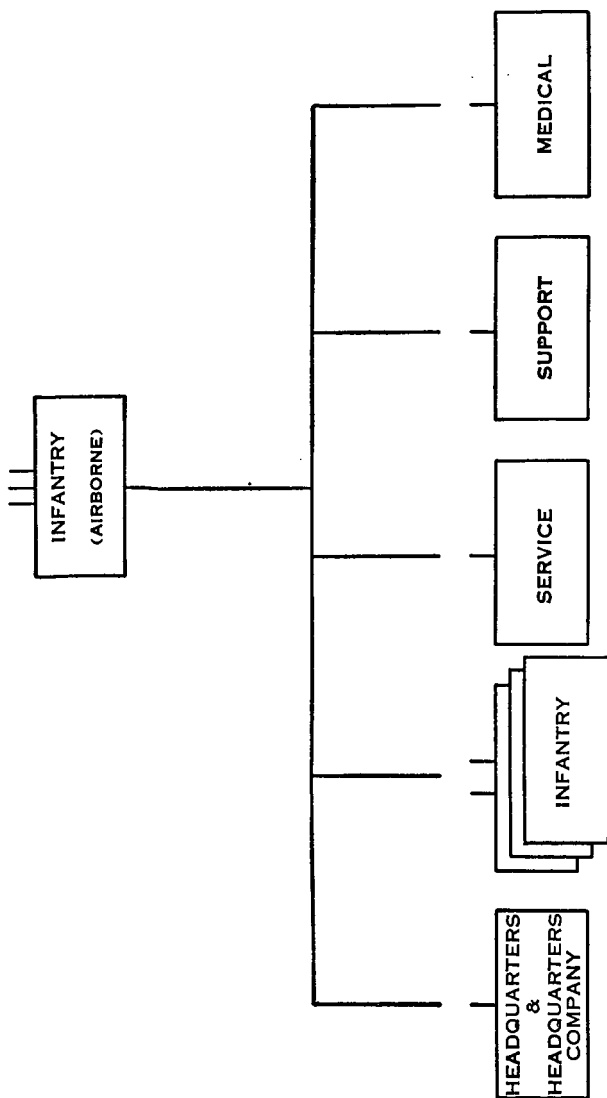


Figure 11. The airborne infantry regiment.

376. ROLE OF THE AIRBORNE INFANTRY REGIMENT.

a. The airborne infantry regiment is specially organized, trained, and equipped to enter combat by parachute and glider or assault aircraft. It is capable of landing in unprepared areas and effectively engaging the enemy. It can engage the enemy most effectively after a time interval which permits it to recover all combat equipment and to assemble its battalions as tactical units. Normally, it is not used on missions which can be performed more expeditiously and economically by other infantry or armored forces.

b. Airborne infantry regiments should not be confused with infantry regiments which have been trained in air transportability. Such units enter combat by ground marches after landing in protected areas. They are not specially organized, trained, and equipped for airborne assault landings.

c. The airborne infantry regiment usually operates as an element of a larger airborne force (division or corps). Its mission is normally assigned by the division commander. Its movement and actions following an airborne landing are coordinated with other units in the assault landing to assure the accomplishment of the mission of the larger force. Exceptionally, the airborne infantry regiment, reinforced, is assigned an independent airborne mission.

377. SUITABLE MISSIONS. **a.** The use of airborne forces is closely coordinated with ground, air, and naval forces. The *missions* which may be assigned to an airborne force of which the airborne infantry regiment is a part are—to attack, seize, and hold

important objectives; to exploit initial airborne assaults; and to occupy areas or reinforce units beyond the immediate reach of other ground forces.

b. With proper reinforcements, the airborne infantry regiment may be used for sustained ground combat, either independently or as part of a larger force. Its actions and tactical employment are then the same as those of the infantry regiment.

378. CHARACTERISTICS OF AIRBORNE OPERATIONS.

a. An airborne attack is executed in three successive phases—

- (1) The assault landing of airborne units by parachute and glider to seize an airhead.
- (2) The landing of heavy equipment and supplies by glider or airplane to strengthen the airhead.
- (3) The landing of other ground forces by glider or airplane to consolidate or exploit the initial success. (If the airhead is near enough to the enemy front lines to permit an early ground link-up with other forces, the air landing of reinforcements may be omitted. In this case, the exploitation may be accomplished by the airborne units which seized the airhead in conjunction with the forces which arrived overland.)

b. Ground combat following an airborne assault landing differs from other types of ground action in that—

- (1) The circular shape of the airhead facilitates massing of reserves or artillery fire at threatened points.

- (2) There may be a lack of heavy artillery, heavy equipment, and armor in the airhead because of the limitations imposed by the cargo carrying capacity and other characteristics of aircraft.
- (3) Antitank protection is initially based on light weapons and natural or improvised obstacles.
- (4) The requirement for protecting airfields and airstrips from enemy observation and fire restricts the freedom of maneuver of the airborne force.
- (5) Troops are extremely vulnerable during descent, landing, and reorganization.
- (6) Supporting services may be limited initially, thereby increasing difficulties of control, communication, and supply.
- (7) Bad weather may prevent the delivery of anticipated supplies and reinforcements.

c. The airborne assault usually is made in enemy rear areas where there are few combat troops or fixed defenses. (However, the enemy may soon thereafter concentrate superior forces.) This condition facilitates the initial attainment of tactical surprise by the airborne force.

379. CHARACTERISTICS OF METHODS OF LANDING.

Parachutes, gliders, and powdered aircrafts, when used as a means of entering combat, have the following relative characteristics:

a. Parachutists must be specially trained; gliders and airplanes can be used to land troops who have had a minimum of specialized training.

b. Parachutists can make day or night jumps; gliders can be landed at night with sufficient light to discern terrain features; airplanes require lighted runway markers.

c. Parachutists can land on any terrain relatively free of obstacles dangerous to the individual; gliders can land on any relatively level and unobstructed terrain; airplanes require the use of captured airfields or constructed airstrips.

d. Glider formations are more sensitive to poor weather and antiaircraft fire than parachute formations or airplanes transporting troops for air landing.

e. Weapons and vehicles can be dropped by parachute on a wide range of terrain; gliders and airplanes can land heavy weapons and equipment on selected terrain.

f. Troops can be delivered into an area faster by parachute than by airlanding in glider or airplane; heavier, better organized, and more powerful units can be delivered by airlanding in glider or airplane.

g. The operational radius of action is greater for parachute operations than for those which require glider tow or landing of airplanes to discharge passengers and matériel.

h. Gliders usually can be used only once in an assault operation; powered aircraft can make successive trips to the airhead.

Section II. PLANNING AND PREPARATION FOR AN AIRBORNE OPERATION

380. PRELIMINARY PLANNING. a. At theater level, preliminary tactical planning includes the selection of tentative airborne missions. From among these

emerge probable airborne operations. A planning directive is then issued to participating units. Planning by participating units continues until the operation is either canceled or executed.

b. Planning directives issued at all levels of command include—

- (1) General mission and plan.
- (2) Intelligence, including the weather analysis.
- (3) Logistical information and instructions.
- (4) Personnel information and instructions.
- (5) Approximate time and duration of operation.
- (6) Friendly troop list.
- (7) General landing areas.
- (8) Composition, equipment, and departure airfields of air force units.
- (9) Communication arrangements.
- (10) Pathfinders and guides.
- (11) Special equipment.
- (12) Arrangements for altering or canceling the operation.

381. TECHNIQUE OF DETAILED PLANNING. a. Detailed planning at all levels is developed by planning backward from the objective area in the sequence—

- (1) Ground tactical plan including the strength and the composition of the friendly force.
- (2) Landing plan indicating the sequence, the time, and the place of arrival of troops and matériel.
- (3) Flight and air movement plans based on the landing plan.
- (4) Marshaling plan based on the air movement plan.

b. Logistical and personnel planning begins with ground tactical planning and continues concurrently with the detailed planning sequence.

c. Lower unit commanders usually participate in the detailed planning of higher commanders to permit concurrent planning and coordination at all levels.

382. SELECTION OF LANDING AREAS. **a.** The nature and location of landing areas are important considerations in formulating the scheme of maneuver. On corps and higher levels, landing areas may be assigned in general terms. Divisions and lower units require more specific designations. The actual selection of landing areas depends upon the number, the type and relative positions of suitable drop zones, and the landing zones and airstrips or airfields in the objective area. The selection of landing areas is a joint responsibility of airborne and troop carrier commanders. The selection of specific drop and landing zones usually is coordinated at the airborne division level or higher.

b. The desirable characteristics of drop and landing zones are—

- (1) Easily identifiable from the air under the expected conditions of visibility.
- (2) Permit a straight approach by aircraft.
- (3) Close enough to the objective to permit troops to attack with surprise.
- (4) Near cover and concealment for reorganization, especially for a daylight landing.
- (5) Relatively free from obstacles to parachute and glider landings; and from antiaircraft defenses.

- (6) Located on or near dominating terrain, covered routes of approach to the objective, good road net, and terrain favorable to defense against armored attack.
- (7) Located to dispose troops favorably for the initial attack.
- (8) Capable of being mutually supported by fire and maneuver.
- (9) Large enough to accommodate the landing units. As a guide, a battalion of parachutists can land on a drop zone 1,000 yards square. The size of a landing zone depends upon the obstacles to glider landings and the gliders' landing characteristics.

383. DIVISION ORDER. Orders and annexes used in airborne operations are prepared in the form and by the methods common throughout the service (see FM 101-5) except that there are additional annexes which are peculiar to airborne operations. Some of these are—

- a. Plan for marshaling.
- b. Air movement table.
- c. Air-sea rescue (if applicable).
- d. Division assembly plan.
- e. Glider pilots instruction.

384. RECONNAISSANCE. a. The regiment makes an airborne assault without prior ground reconnaissance. Reconnaissance before the airborne attack usually is limited to a study of maps, models, and photographs of the objective area. The regimental commander secures the very latest aerial photographs of the landing area and the objective. Whenever practical, the

regimental commander, his staff, and unit commanders make an aerial reconnaissance of the objective area.

b. Except for map, photo, and aerial reconnaissance, the regimental commander relies upon higher commanders for information of the enemy and the terrain before the airborne assault.

c. The regimental commander seeks the following information on which to base his plans for the attack:

- (1) The nature of the drop and landing zones.
- (2) The location of critical points and areas held by the enemy in or near his zone of action.
- (3) The location, size, and composition of enemy forces, particularly armored units, that are capable of interfering with the accomplishment of the regimental mission.
- (4) The location, extent, and type of obstacles in his zone of action.
- (5) The nature and extent of favorable assembly areas near the drop and landing zones.
- (6) The location and extent of favorable routes of approach to the regimental objective.
- (7) The location of suitable objectives and zones of action for assault battalions.
- (8) Locations for the reserve, supporting weapons, command posts, supply points, and aid installations.

d. The plan for reconnaissance after landing is prepared before the air movement begins. Ground reconnaissance begins immediately upon landing. The airborne infantry regiment has the same facili-

ties and uses the same technique for ground reconnaissance as the infantry regiment. A lack of transportation will require the regimental commander to place particular emphasis on foot patrols.

385. REGIMENTAL PLANS. The regimental commander bases his detailed plans on the division order and on the additional information secured by map, photo, and aerial reconnaissance. His planning for action is continuous until the operation actually is underway. He amplifies, modifies, or changes his plan to conform to changes in the situation or the plans of higher commanders. His detailed plans include—

a. Data on marshaling; including the location of, time of movement to, and activities within the marshaling camp; and the plan for loading aircraft.

b. Regimental air movement table.

c. Location of specific drop and landing zones for all elements of the regiment.

d. Designation of assembly areas for regimental units.

e. Method of reorganization, including assembly aids to be used, reports to be submitted, and measures for collecting stragglers.

f. Security measures to protect the regiment during reorganization and to protect the flanks and rear when the regiment moves out on its mission.

g. Time or conditions for initiating the ground attack.

h. Line or area of departure.

i. Reconnaissance after the landing.

j. Formation for the advance to the initial objective.

k. Zones or frontages and initial objectives of assault battalions.

l. Coordination with adjacent units.

m. Coordination of mortar and artillery fires.

n. Coordination with cooperating tactical aircraft.

o. Antiaircraft and antitank security measures to be taken upon landing and during the tactical action.

p. Time of arrival and use of troops and equipment in the follow-up echelon, when applicable.

q. Ammunition and combat supply plan, including method of recovering supplies and measures for air resupply.

r. Evacuation plan, including measures for air evacuation.

s. Communication measures within the regiment, and between it and adjacent and higher units.

t. Axis of signal communications.

u. Measures for recognition between airborne units and the forces making the main ground effort, when applicable.

v. Details for air-sea rescue, when applicable.

w. Instructions to glider pilots to be attached to the regiment upon landing.

386. SELECTION OF ASSEMBLY AREAS. The desirable characteristics of assembly areas for reorganization after an assault airborne landing are similar to those of any assembly area (see par. 127). The regimental commander designates assembly areas for battalions and separate companies of the regiment (see fig. 12). These may be separate assembly areas or a portion of a general regimental assembly area.

Desirable airborne assembly areas—

a. Permit battalions to assemble in the direction of their objectives to prevent countermarching.

b. Are as close as possible to the drop and landing zone to speed up and facilitate reorganization, and to simplify recognition on the ground.

c. Permit the assembly of supporting weapons at or near their initial firing positions.

d. Permit the units to assemble in areas where they are favorably disposed for the attack.

e. Offer good cover and concealment.

f. Are large enough to accommodate the unit concerned.

g. Are free from enemy troops and small-arms fire.

h. Are on or near favorable routes of approach to the objective.

i. If possible, assembly areas are readily identifiable by prominent landmarks. After the landing, they are further identified by artificial means.

387. AIR MOVEMENT FORMS. a. *The basic planning guide* is a report prepared by ground force units which shows the exact status of personnel and equipment of the unit. The form is prepared by company commanders and consolidated by each successive higher unit in the airborne operation to determine the exact aircraft requirements for planning.

b. *An aircraft allotment table* suballots the aircraft assigned to a unit to its lower units.

c. *An air movement table* for the entire force is prepared by the senior airborne commander in coordination with the senior air force commander.

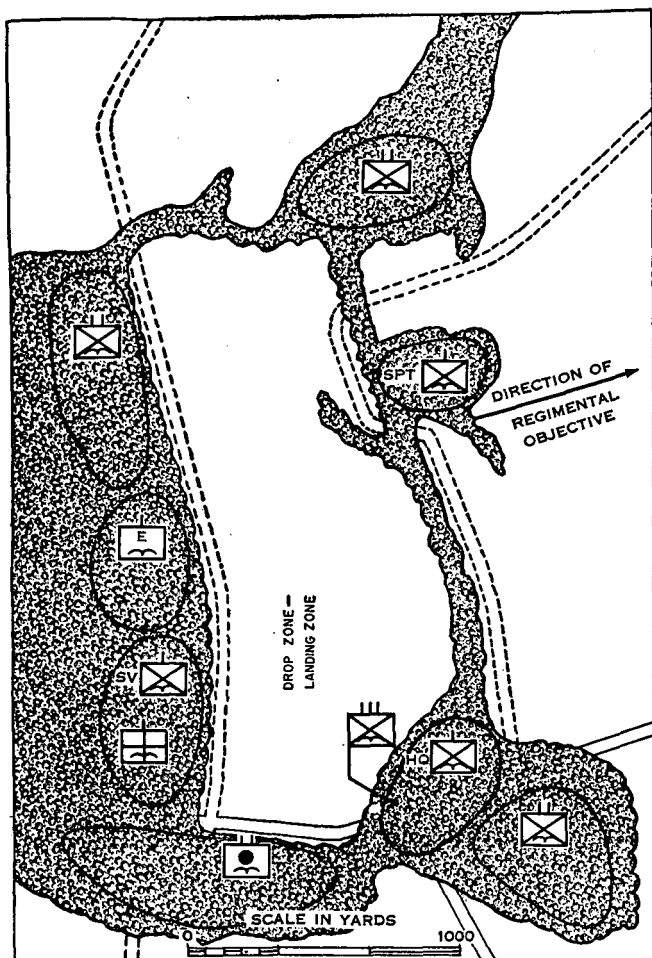


Figure 12. Reorganization plan.

This table is an annex to the operation order and implements the allocation of aircraft to the ground units; it designates the number and type of aircraft in each serial, the air and the ground force serial commanders, the departure airfields, time of loading and take off, and the objective. Based on the senior airborne commander's air movement table, each successive commander down to and including the regimental commander prepares an air movement table for his unit.

d. *The air loading table* is a data sheet used by the airborne unit commander to record general information on the load which goes into each aircraft. It may be passed on to the air force commander for information. The company commander prepares the table; the battalion commander consolidates it and may use it as an annex to the battalion operation order.

e. *The flight manifest* is an exact record by name, rank, and serial number of personnel in each aircraft. It also gives a brief description of the equipment loaded in each aircraft. Load computations are also listed on this form. The airborne commander in each aircraft is responsible for the preparation of the flight manifest for his own aircraft. However, company or similar unit commanders usually prepare the form for all personnel and equipment of the unit. (For the forms and a detailed discussion of each, see FM 71-30.)

388. ORGANIZATION FOR THE ATTACK. a. In an airborne assault, airborne infantry regiments normally are reinforced immediately to provide the necessary support and to facilitate control. These rein-

forcements may include artillery units, combat engineers, and other arms and services needed to accomplish the regimental mission. A reinforced regiment ordinarily functions independently during the reorganization after landing and during the initial stages of the ground attack. Reinforced units may be withdrawn to division control whenever the situation permits the division commander to regain control of his units. A reinforced regiment may be designated as a combat team.

b. The battalions of the airborne regiment usually are reinforced for the airborne assault, and organized into battalion landing teams to facilitate control (particularly when the battalions are to land in widely separated drop or landing zones). Reinforcements of the battalion may include mortar, antitank, engineer, and artillery units. These landing teams are dissolved on regimental order when the situation permits the regimental commander to regain control of his units.

c. In organizing for combat, the regiment (or landing team) usually is divided into the assault, follow-up, and rear echelons. It may not have a follow-up echelon.

d. *The assault echelon* consists of the parachute and glider elements committed initially to seize the regimental objective. The airborne infantry regiment, including its organic weapons and equipment, can be transported in troop carrier aircraft and is capable of being committed to accomplish the primary mission of air assault without leaving a follow-up echelon to be brought forward by means other than air transportation. However, it is often desirable or necessary to leave certain personnel and

equipment behind in the follow-up echelon.

e. *The follow-up echelon* is that portion of the regiment designed for combat, but not included in the assault echelon. It joins the assault echelon as soon as possible after the airhead has been established or after contact has been made between the assault echelon and the troops making the main ground effort. The follow-up echelon may move to the combat area by land, sea, or air transportation. One or more of the following conditions may require the regiment to have a follow-up echelon:

- (1) Orders of higher commanders.
- (2) Allocation of aircraft in insufficient numbers to transport the entire regiment in the assault echelon.
- (3) Allocation of aircraft of a type inadequate to land all the regimental equipment.
- (4) Indication that the enemy situation or terrain make it undesirable to land certain troops, weapons, or equipment in the assault echelon.

f. *The rear echelon* is that portion of the regiment which is not considered essential for combat, or which is left at its rear station to perform administrative functions that cannot be accomplished efficiently in the combat area. The personnel section usually is the nucleus of this echelon. The size of the regimental rear echelon is kept to a minimum; its composition may be prescribed by higher commanders. The rear echelon may remain at the rear base if the regiment is to be relieved at an early date; or it may rejoin the regiment if the regiment is committed to sustained combat for a prolonged or indefinite period.

g. The method of entry into the combat area of the various echelons (by parachute, glider, airplane, ground, or sea transportation) depends upon the allocation of aircraft for the assault and follow-up echelons of the regiment, the mission of the regiment, and the priority established by the regimental or higher commander for the arrival of troops, weapons, and equipment. Priority of aircraft is given to units in the order in which they are needed in the assault as dictated by the regimental scheme of maneuver, the function of the unit, and the weight and bulk of its organic equipment. Assault battalions and their organic weapons normally are landed by parachute. The regimental command group accompanies one of the assault battalions. The weapons and transportation that cannot be delivered by parachute are landed in the glider or airplane elements. The mobility of supporting weapons after the landing must be considered. Weapons which are capable of delivery by parachute but are difficult to handle on the ground may be landed in gliders, unless their prime movers or weapon carriers can accompany them in the parachute element.

389. MARSHALING. a. Marshaling is the process by which the ground force units participating in an airborne operation move to departure airfields, complete preparations for combat, and load into aircraft.

b. A marshaling camp is a scaled area with facilities for final preparation of troops for combat. Communication zone personnel construct, maintain, and operate the marshaling camps. They relieve the

marshaling units of as many of the administrative and supply problems as possible.

c. Airborne units are placed in marshaling camps to facilitate close liaison with troop carrier units, to insure adequate briefing, to insure complete security of the detailed plan for the impending operation, and to control preparations for the air movement.

d. The location of the regimental marshaling camp is designated by a higher commander. A marshaling camp usually is located at or near the departure airfields. The regiment preferably is marshaled in one camp; however, it may be necessary to designate two or more marshaling camps if the regiment is to leave from widely separated departure airfields.

e. The time of movement to the marshaling camp is prescribed by higher commanders. The regiment normally remains in the marshaling camp for a minimum of four days. It remains long enough to—

- (1) Brief the troops.
- (2) Establish firm liaison with the troop carrier units which will transport the regiment.
- (3) Conduct final showdown inspections to determine the status of equipment.
- (4) Determine that all classes of supply have been procured and issued.
- (5) Complete the packing of equipment containers.
- (6) Complete operational and administrative planning.
- (7) Combat load equipment containers and supplies in aircraft.

f. For security, the marshaling camp normally is within a wire enclosure or other personnel barrier. Before arrival in the marshaling camp, vital information concerning the impending operation is disseminated to only those commanders and staff officers who absolutely need such information to perform their duties. Higher commanders prepare a briefing plan indicating the date the various command and staff echelons will receive certain portions of the operations plan. The regimental commander prescribes and enforces special security measures of his own. Troops are not briefed until after the regiment is sealed in the marshaling camp.

g. Briefing of troops is in minute detail. All available briefing aids are used, including low altitude photographs of the landing area, large scale maps with enemy defenses and obstacles overprinted, and terrain models such as rubber topographic relief maps or sandtables. Glider pilots are briefed with the unit they are transporting since they may be required to participate in ground combat. Commanders of all infantry regiments and battalions are given a common briefing on all missions of like units in the operation so that in case of inaccurate landings or unforeseen enemy action, missions may be shifted with minimum delay, and all units may conduct themselves in accordance with the over-all plan of the larger force.

390. LOADING. a. The regimental commander is responsible for the loading of personnel, equipment, and supplies under the supervision of troop carrier representatives. These representatives usually are the pilots, and they have the final decision on mat-

ters affecting their individual aircraft. Loading is completed before *stations*—the hour prescribed by higher commanders at which aircraft must be combat loaded and all troops and air force personnel in their proper places ready for take-off. A flight manifest is prepared for each aircraft load (see par. 387).

b. The regimental commander obtains an aircraft parking diagram from the troop carrier unit. This diagram shows the number, location, and sequence of take-off of each aircraft allotted to the regiment and the location of reserve aircraft. All aircraft are numbered, usually by chalk on both sides of the fuselage, and the load number on the flight manifest corresponds to this number. It is desirable to have a reserve of aircraft maintained at the departure airfield to insure complete serials in case of the last minute failure of aircraft. However, the loading plan of each airborne unit is flexible, and alternate plans are prepared to facilitate reloading on a priority basis, in the event of a last minute shortage of aircraft.

c. The loading of all supplies and equipment not carried by individuals is completed several hours before stations. So far as possible, the personnel who are assigned to ride in an aircraft load the equipment in that aircraft. The provision of loading aids such as ramps, cranes, load spreaders, and tie down equipment is a troop carrier responsibility. The regimental commander inspects to insure adequacy of these loading aids.

d. The movement of personnel from the marshaling camp to the departure airfield is planned and supervised carefully to insure that the troops are in the aircraft before stations. Before the movement

is begun, all personnel are organized into groups by aircraft loads under the supervision and control of the airborne commander of each aircraft. Routes are reconnoitered thoroughly and guides posted to prevent confusion or delay during the march. It is desirable that the airborne commander of each aircraft make a prior personal reconnaissance of the route and of the aircraft parking area. Upon arrival at the aircraft parking area, each aircraft load moves to the proper airplane or glider and prepares to load for flight. If the move is by motor, personnel parachutes may accompany the individual. If the move is to be on foot, personnel parachutes are placed at individual aircraft before the arrival of the troops. Movement on the airfield is kept to the minimum and is under air force control.

e. Principles for loading aircraft for airborne operations are—

- (1) Enough men are placed in each glider or airplane to unlash and unload the equipment upon arrival at the destination. This prevents confusion upon landing and permits rapid assembly and recovery of equipment.
- (2) So far as possible, tactical unity is maintained in the loading. Tactical unity of squads or platoons usually can be kept in individual aircraft. Infantry battalions should be intact within a single aircraft serial.
- (3) Key personnel and equipment are distributed throughout several aircraft to prevent excessive casualties of key personnel or loss of critical equipment.

- (4) Every load is balanced safely and listed on flight manifest forms.
- (5) All loads are inspected for safe lashings.

391. REHEARSALS. a. Since speed and precision are of great importance, every detail of the operation is rehearsed if time permits. This especially applies to night operations. The problems encountered in marshaling, loading aircraft, communication, and assembly and control in the airhead can be minimized by proper rehearsal.

b. The lack of aircraft, equipment, and suitable training areas often limits the size of the rehearsal or necessitates some artificial situations. However, every effort is made to stage a rehearsal paralleling the conditions expected during the operation. Rehearsals are held on battalion or regimental level and on division level if time and facilities permit.

Section III. AIR MOVEMENT, LANDING, AND REORGANIZATION

392. AIR MOVEMENT. a. The air movement of the regiment from the departure airfield to the drop and landing zones is under the control of the commander of the troop carrier unit which is transporting the regiment. During this phase, the regimental commander relinquishes control of his troops and does not regain it until after the landing has been made. The air movement is made in accordance with the regimental air movement table (see par. 387).

b. Pathfinder serials precede the main troop carrier column to drop parachute pathfinder teams. The pathfinders place and operate navigational aids on the drop and landing zones.

c. Parachute serials normally precede glider serials to permit the parachutists to capture and clear the landing zones of enemy resistance. A definite delay between arrival of parachute serials and glider serials may be prescribed in the air movement plan.

d. As parachute serials approach the drop zone, troops are warned by the pilots in sufficient time to make last minute equipment inspections and prepare for exit. Before crossing the drop zone, the air column reduces speed. The drop is made on signal of the pilot at the correct speed and altitude.

393. LANDING. a. The assault parachute element of the regiment (or combat team) usually lands in one general drop zone area. Battalions (or battalion landing teams) may land successively on the same drop zone but preferably in separate battalion drop zones within a general regimental landing area. Separate battalion drop zones should be capable of mutual support by fire and maneuver. Exceptionally, a unit with a separate mission may land beyond supporting distance of the regiment.

b. Factors which favor dropping the battalions of the regiment successively on the same drop zone are—

- (1) It increases flexibility in the regimental scheme of maneuver and fire support plan.
- (2) It facilitates the coordination and control of battalions after they have assembled.
- (3) It precludes the possibility of defeat in detail.
- (4) It facilitates logistical support within the regiment.

- (5) It decreases the regimental front or area of vulnerability during the landing, reorganization, and initial attack.

c. Factors which favor dropping the battalions of the regiment on separate battalion drop zones are—

- (1) It increases readiness for action by deploying the regiment as it lands.
- (2) It reduces confusion on the drop zones during landing and reorganization.
- (3) It tends to deceive the enemy as to the scheme of maneuver.
- (4) It permits maximum freedom of maneuver for assault battalions.
- (5) It facilitates capture of the objective if one battalion landing is strongly opposed.

d. As much equipment as practicable is attached to the individual parachutist to increase his readiness for action upon landing, and to reduce the time required to assemble units. Additional equipment and supplies are dropped in separate containers by parachute. Immediately upon landing, each parachutist removes his parachute, checks his personal weapon and equipment, and orients himself on the ground.

e. The glider element of the regiment may land in regimental landing zones or in a separate landing area under control of higher commanders. Glider serials may land on the drop zones of preceding parachute serials if the time interval permits the drop zones to be cleared of personnel and equipment which would be obstacles to glider landings. The glider pilots come under command of the ground force commander after landing. The personnel in

the glider unload all equipment and supplies promptly upon landing.

f. The regiment usually lands as close as possible to the objective without coming under small-arms fire. Surprise may be enhanced by landing directly on the objective, although this may greatly increase the problems of reorganization and control. By landing a short distance from the objective, exhausting marches and the manhandling of heavy equipment over long distances are prevented.

g. The time required for dropping the parachute element of a reinforced regiment (landing team) varies from five to fifteen minutes depending upon the type, altitude, number, speed, and formation of the airplanes. The time required for landing the glider element also depends upon these factors and, in addition, depends upon the skill of the glider pilots, the nature of the landing zone, and the landing characteristics of the gliders.

h. The ground dispersion of parachute serials depends upon the type of airplanes and the joint skill of the airplane crews and the parachute troops they transport. Precise navigation to the proper drop zone, compact formation, correct speed and altitude for the drop, and rapid and proper exit of personnel supplies, and equipment all contribute to a compact drop pattern on the correct drop zone. The dispersion of gliders in landing depends primarily on the number of gliders, the obstacles to glider landings in the landing zone, the landing characteristics of the gliders, and the skill of the pilots.

i. Priority in landing is given to units according to their importance in furthering the accomplish-

ment of the regimental mission and whether they land by parachute, glider, or powered aircraft. Artillery, antitank guns, and mortars of the support company accompany or closely follow assault units.

394. REORGANIZATION. **a.** The regiment is extremely vulnerable to enemy ground attack during the reorganization phase following an airborne assault landing. The troops require time to collect equipment and assemble as tactical units before engaging in combat. This critical phase is accomplished as quickly as possible; secrecy may be sacrificed for speed in assembly and to regain command control.

b. The regiment reorganizes according to a prearranged plan, using predesignated assembly areas, assembly aids, and identification markings for personnel and equipment. Assembly areas should be easily identifiable on the ground by prominent landmarks. Immediately after landing, designated personnel proceed directly to the assembly areas and further identify them with assembly aids. For daylight assembly these aids may be flags, smoke, flares, sound, and special electronic devices. For night assembly the aids may be flares, lights, fluorescent panels, white tape, sound, and special infra-red and electronic devices. A control point is established near the assembly aids to assist in directing troops to their respective assembly areas. Guides from each battalion and separate company are stationed at the regimental control point. In the event of widely separated battalion assembly areas, each battalion establishes its own assembly aids and control point.

Personnel and equipment must be easily identified. Gliders may be marked to identify the type equipment they contain and the unit to which that equipment belongs. Positive and rapid identification of troops and equipment contributes greatly to the speed and precision of the reorganization. Recognition aids must be unintelligible to the enemy.

c. The first parachute units to land ordinarily have the mission of securing the drop and landing zones. The size of this security force depends upon the expected enemy situation and the terrain, with particular emphasis on enemy routes of approach. The first battalion landing in a regimental drop zone is ordinarily charged with providing this security for the regiment. The security force moves out on its mission directly after platoons or squads have assembled on the drop zone. Other parachutists assemble by plane loads on the drop zone and move directly to their assembly areas, carrying with them all equipment needed for the attack. Upon reaching the control point these groups are directed to their unit assembly area by the officer in charge.

d. Upon landing, personnel in the glider element dismount and move directly to designated assembly areas by glider loads. Glider pilots accompany their loads to the assembly area, where they are organized into tactical units under their own officers. Glider pilots are usually attached to the regiment they transport until the situation permits them to be evacuated to division control or to their parent troop carrier units.

e. The regimental commander initiates his ground reconnaissance during the reorganization phase. He sends patrols to reconnoiter routes to the objective

and the objective itself, and to seek information of the enemy. The regimental commander makes necessary changes in the missions of the battalions as indicated by ground reconnaissance, the dispositions of his units, and the enemy situation.

f. Radio nets are opened upon landing. Battalion and separate company commanders periodically report their status in personnel and equipment until assembly is complete. The reorganization of the regiment is complete when all units are assembled and command and fire control communication channels are established. Normally, battalions are reorganized and ready for action in thirty to sixty minutes after landing.

g. Because of unforeseen circumstances it may be necessary for the battalions to move out on their assigned missions before reorganization is completed. This decision usually is made by the regimental commander. In the absence of orders from the regimental commander, each battalion commander decides when he has assembled sufficient strength to move out on his mission.

h. Units or personnel which are landed in areas other than those planned, assemble as rapidly as the situation permits under the command of the senior officer or noncommissioned officer in the area. They establish contact with their respective commanders as soon as practicable. In the absence of other orders or instructions, such groups direct their efforts to the accomplishment of the general mission.

i. Alternate plans for reorganization are prepared in advance in the event that the use of the selected area is impractical as a result of enemy action.

Section IV. ACCOMPLISHMENT OF INITIAL GROUND MISSION

395. MOVEMENT TO OBJECTIVE. **a.** The assault battalions proceed on their assigned missions when assembled, or on order of the regimental commander. All commanders move their units as rapidly as possible, capitalizing on the element of surprise.

b. Lines of departure, when used, are designated in accordance with standard doctrine for ground combat (see par. 146). Lack of detailed enemy information before the landing may make it difficult to select a suitable line of departure. The speed with which the battalions move toward the objective frequently prevents a formal deployment along a previously selected line of departure. Battalion assembly areas may serve as areas of departure from which assault battalions move out in attack formations. When the objective is a considerable distance from the assembly area and enemy resistance is expected to be light, assault battalions move in an appropriate approach march formation after leaving the assembly area.

c. During movement to the objective, patrols are dispatched to protect the flanks and rear, to gain contact with adjacent units, and to secure information of the enemy and the terrain.

396. CONDUCT OF THE ATTACK. **a.** The principles prescribed in chapter 6 for the infantry regiment in the attack apply to the airborne infantry regiment. However, limitations imposed by the nature of an airborne operation and the method of entry into combat require the airborne regimental com-

mander to consider the following factors, particularly during the initial stages of the attack:

- (1) Possibility of engagement immediately following the landing with the resultant difficulties of control and reconnaissance.
- (2) Lack of armored support.
- (3) Lack of medium and heavy artillery support.
- (4) Exposure to counterattack on flanks and rear.
- (5) Limitation of amount of ammunition and other supplies.
- (6) Limitation of amount and type of transportation.
- (7) Possible lack of reserves.
- (8) Difficulty of command control in fast moving or obscure situations.
- (9) Inability to assemble all, or a major portion of the regiment before the attack as a result of enemy action or inaccurate landings.

b. Changes in the original attack plans are transmitted by radio or messenger. Before the attack the regimental commander can rarely assemble his unit commanders to issue instructions.

c. The regimental commander goes where he can best coordinate the actions of his battalions. When necessary to exploit a local success, to repulse a counterattack, or to speed up the accomplishment of the mission, he may sacrifice the tactical unity of the battalions.

d. During the initial stages of the attack combat consists primarily of aggressive action by small units.

Enemy centers of resistance are reduced quickly, critical points are seized, and organized resistance is destroyed before the enemy recovers from the surprise of the first contact.

e. The regimental antitank guns are used to cover favorable approaches for enemy armor with particular emphasis on the flanks and rear. They may be attached to regimental security detachments or to battalions, or they may be retained under regimental control.

f. The regiment depends chiefly on passive measures for defense against air attack. Antiaircraft units, when attached to the regiment, provide additional security. Cooperating aircraft maintain local air superiority.

g. Support company mortars support the assault battalions within the capabilities of available transportation. During the initial stages of the attack, lack of weapon carriers may restrict the mobility of the support company mortars and limit the amount of ammunition at the firing positions. The mortars are prepared to fire on all dangerous approaches into the regimental zone. Support company mortars which are attached to battalions for the assault landings usually revert to regimental control as soon as the situation permits. Observers from the support company go with the assault battalions in the initial landing to facilitate prompt and accurate mortar support.

h. As soon as the initial objective has been captured, the regiment continues the attack according to the division plan. Normally the major consideration after the capture of initial objectives is the seiz-

ure of further objectives which facilitate the establishment of a coordinated defense of the airhead.

397. ROLE OF SUPPORTING ARMS AND SERVICES. a.

Combat aviation. The action of cooperating tactical aircraft is coordinated closely with the action of the ground troops. In addition to gaining air superiority, isolating the battlefield, and neutralizing targets in the objective area before the airborne assault landing, combat aviation provides air protection during the air movement phase and close support of the airborne units during the ground attack. In the close support of troops in the objective area, aircraft augment artillery, antitank, and antiaircraft weapons which usually are present only in limited numbers, particularly during the initial stages of the ground action. Combat aviation also supplements the striking power of assault troops, which is lessened by the absence of friendly armor. One or more tactical air control parties usually accompany the regiment into combat to direct and coordinate the actions of supporting tactical aircraft during the ground action. (For a discussion of the employment of tactical aircraft, see par. 158.)

b. Field artillery. Artillery support during the initial stages of the attack usually is limited to the attached artillery units accompanying the regiment into combat. Light artillery landed by parachute or glider accompanies or closely follows the infantry troops in the assault landing and renders close support during the reorganization phase and the initial attack. Medium artillery may be landed by heavy glider and by powered aircraft after the landing

areas have been secured or airstrips captured and repaired. Artillery forward observers and liaison officers accompany their respective rifle companies and rifle battalions in the assault landings to keep abreast of the situation and to be ready to direct artillery fires promptly when artillery units are in firing positions. Attached artillery usually reverts to division control as soon as possible to facilitate control and the massing of fire. The principles which govern the use of field artillery in normal ground combat apply with the restrictions imposed by limitation of transportation and ammunition, decentralized control, and difficulties of reorganization (see par. 152).

c. Antiaircraft artillery. Antiaircraft artillery may be attached to the regiment for the airborne assault to provide security during the reorganization, to protect attached artillery, to protect drop and landing zones, or to protect captured airfields and airstrips. Attached antiaircraft artillery ordinarily reverts to division control as soon as the situation permits.

d. Engineers. Combat engineer troops usually are attached to the regiment for the assault landings. The use of airborne engineer units follows the principles prescribed for standard engineer units, modified by the transportation and engineer equipment actually in the airhead. In addition to the usual engineer missions, emphasis must be placed on improving glider landing zones and constructing or improving airstrips to insure continuous logistical support to the operation.

398. SUPPLY AND EVACUATION. a. During an airborne operation, supply and evacuation is normally by air until contact is made with other forces on the ground.

b. Supplies which accompany the units into the airhead may be carried on individuals, in aerial delivery containers, or in vehicles which are air landed. Those supplies are issued to the units before movement to the marshaling camp. The quantity of supplies carried into the airhead by assault troops depends on the initial combat requirements, the carrying capacity of the aircraft, the availability of aircraft for early logistical support by air drop or by glider, and the availability of supply by either air landed or normal ground means.

c. Casualties are held at medical installations in the airhead until contact has been made with ground units or air evacuation is possible. Bulk air evacuation usually is accomplished by airplane after a forward airfield has been established. In operations close behind enemy lines some evacuation may be accomplished by glider, helicopter, or liaison aircraft.

d. Supply and evacuation by air normally is planned and coordinated at division level or higher; supply and evacuation procedures within the airborne infantry regiment on the ground are essentially the same as those for the infantry regiment (see FM 7-30).

399. COMMUNICATION. a. For ground combat, the airborne infantry regiment has essentially the same communication facilities and uses the same communication technique as the infantry regiment.

b. Radio is the principal means of communication during the airborne assault. Immediately upon landing command channels are established to assist in the rapid reorganization of the regiment. During the reorganization phase fire control channels are established. Radio contact with cooperating tactical aircraft is established through tactical air control parties.

c. Wire communication usually is not established during the initial phases of the ground attack because of the weight of matériel, the time required for installation, and the rapidity of the action. As soon as the situation permits, wire is laid to supplement radio channels.

d. During ground combat, messengers, air-ground recognition panels, pyrotechnics, pigeons, and sound and other visual signals are used as in normal ground operations. The amount and size of communication equipment carried by assault parachute troops is limited by the requirement for mobility on the ground. Equipment that is carried on the individual parachutist or dropped in separate containers must be capable of being hand carried. Large vehicular mounted radio sets are brought in by glider or airplane.

e. After the assault airborne landing, special signal aids are used to assist the rapid assembly of individuals and units (see par. 394). These special aids enable the troops to locate the assembly areas by day or night. Assembly by night is assisted by infra-red equipment. Assembly by day or by night is assisted by radios equipped with a homing device used in connection with a homing beacon. For a detailed

discussion of these aids, see current technical manuals. (For the number and type of the aids, see current tables of equipment.)

Section V. DEFENSE AND SUBSEQUENT OPERATIONS

400. DEFENSE. a. Upon capture of the final objective, which usually is that portion of the airhead line in its zone of action, the regiment usually passes to the defense. The extent to which the airhead line actually is occupied and organized is determined by the mission of the larger force, the enemy capabilities, and the defensive characteristics of the terrain. If the mission of the regiment calls for an early continuation of the ground offensive beyond the initial limits of the airhead and if the likelihood of an enemy counterattack appears negligible, a minimum of effort is expended on the organization of the airhead line as a defensive position. If the mission of the regiment calls for holding action on the initial airhead line for an extended period of time, or if an enemy counterattack appears imminent, the maximum effort is expended in organizing the airhead line. As reinforcing units are landed in the airhead, front-line positions are progressively strengthened.

b. The conduct of the defense generally follows the doctrine for defensive combat prescribed in chapter 7, within the limitations imposed by possible shortage of troops, weapons, ammunition, supplies, and heavy equipment in the airhead.

c. Withdrawal of the larger force from an airhead may be forced by the enemy or may be made voluntarily. Advance planning is imperative as the

limitations of transport aircraft and the necessity of a perimeter defense of the airhead introduce complicating factors not found in the normal ground withdrawal. When the situation permits, the plan for withdrawal provides for evacuation in the following sequence: supplies, matériel, troops.

401. SUBSEQUENT OPERATIONS. When the airborne infantry regiment is used as part of a larger force to exploit the advantages gained by the establishment of an airhead, its ground operations follow the normal pattern of ground combat. After the airhead has been firmly established, or after the airborne mission of the larger force has been accomplished, the regiment may be relieved to permit preparations for subsequent airborne assaults or it may remain committed to sustained ground combat.

APPENDIX I

COMMANDER'S ESTIMATE OF THE SITUATION

(The Estimate May Be Mental or Written, Depending on the Time Available)

(CLASSIFICATION)

Issuing headquarters

Place

Date and time

1. MISSION. *a. The mission is the actuating factor of the estimate; it is a statement of the task and its purpose.* A commander's mission is derived in one of two ways—

- (1) As set forth in the orders or instructions received from higher commanders, or
- (2) As deduced by him from his instructions and his knowledge of the situation.

b. In the case of (1) above the commander gives careful consideration to the wording of the orders or instructions to be certain that he clearly understands the intent of his superior. In (2) he must be certain the mission he deduces contributes to the accomplishment of the mission of his superior.

2. THE SITUATION AND COURSES OF ACTION. *a.* The commander next considers the elements of the situation. These elements divide themselves into two logical groupings—

- (1) The characteristics of the area of operations including such items as terrain,

weather, communication, as well as political, economic, and psychological factors.

- (2) The relative combat power of the enemy and friendly forces including enemy and friendly strength, composition, disposition, status of supply, reinforcements, morale, and training. This entails a consideration of the situation regarding the factors themselves and a deduction as to their probable consequences both as to their effect upon the enemy and their effect on friendly forces.

b. Once the elements of the situation and their effects have been considered, the capabilities of the enemy to affect the accomplishment of the assigned mission can be deduced. Only those capabilities which will effect the accomplishment of the mission are included.

c. After an enumeration of enemy capabilities has been made the commander considers the courses of action open to him which, if successful, will result in accomplishment of his mission. These courses of action also are deduced from the consideration of the situation. Courses of action which are obviously illogical or which will not result in accomplishing the mission are not considered.

3. ANALYSIS OF OPPOSING COURSES OF ACTION.

After the commander has deduced the enemy capabilities which could affect the accomplishment of his mission and after he determines the various ways that his mission may be accomplished, he must decide on the best way. He does this first by examining each of his own courses of action in the light of each

of the enemy capabilities. By considering the capability of the enemy to affect each of his own courses of action, the commander can decide on the advantages and disadvantages of each line of action with respect to the enemy.

4. COMPARISON OF OWN COURSES OF ACTION.

Knowing how the enemy can affect each course of action open to him, the commander now weighs each course of action against the others. The course of action which appears to offer the greatest prospect of success is selected. If more than one course offers equal prospects of success, the one is chosen which most favors future action.

5. DECISION. He expresses the decision he has reached as a result of the estimate in the form of a brief statement clearly setting forth the courses of action adopted.

(Signature)

APPENDIX II*

JOURNAL¹

From: _____ Organization: _____
Time and date

To: _____ Place: _____
Time and date² Location of headquarters

Time ³		Serial No. ⁴	Time dated ⁵	Incidents, messages, orders, etc. ⁶	Action taken ⁷
In	Out				

*NOTES (Journal form) :

¹ Normally one journal is kept for the staff by the S-1 section. This procedure may be modified by the commander. For example, he may direct that the S-3 section maintain the journal during periods of operations.

² Period covered is prescribed by higher commanders, and it normally is 24 hours.

³ Time of receipt (incoming message) or dispatch (outgoing message) from the unit message center.

⁴ Consecutively numbered from the time the journal is opened until it is closed.

⁵ Time message originated (incoming messages only). By contrast to "time in" column, this column shows the time elapsed before receipt.

⁶ Incidents, messages, orders, etc.,

a. Outgoing message—the first item entered is the unit to which the message is sent. This unit designation is always underlined. A synopsis of the message or document then follows.

b. Incoming message—the first item entered is the unit from which the message is received. This unit designation is always underlined. A synopsis of the message or document then follows.

c. Incident entries—enter a brief synopsis sufficient to fix the time and facts of the incident. The journal normally is closed by such an entry.

d. Journal file—the journal is supplemented by a journal file, which contains copies of all messages and documents arranged in the sequence of entry in the journal.

⁷ Indicates the immediate action taken to insure that the responsible person has been informed of the contents of the message. The following symbols may be used: M—put on the situation map; S—standard staff circulation in CP; T—information sent to interested troops; F—copy in journal file at time of entry in journal.

APPENDIX III

UNIT REPORT

(CLASSIFICATION)

Issuing headquarters

Place of issue

Date and time

Unit Report No. _____

Period covered: (date and time to date and time).

Maps: (Identification and scale of those referred to in report.)

(Omit subparagraphs not applicable.)

1. ENEMY. (Indicate on map or overlay where possible.)

a. Units in contact.

b. Enemy reserves which can affect our situation.

c. Brief description of enemy activity during the period covered by report.

d. Brief estimate of enemy strength, material means, morale, and his probable knowledge of our situation.

e. Conclusions covering plans open to the enemy which can affect our mission, including the effect of time, space, terrain, present known dispositions, and other factors on each such plan, and the earliest estimated time at which the enemy can put each plan into effect.

2. OWN SITUATION. (Indicate on map or overlay where practicable.)

a. Our front line or most advanced elements.
b. Location of troops, command posts, and boundaries.

c. Location of adjacent units and supporting troops.

d. Brief description of our operations during the period covered by the report so that higher commanders can understand the situation.

e. Concisely worded estimate of the combat efficiency of our command.

f. Results of operations during the period covered by the report.

3. ADMINISTRATION. (Indicate on map or overlay where possible.)

a. Personnel.

- (1) Strengths, records, and reports. (Authorized and assigned strengths, and location of units. List by assigned units and attached units. Tabulate losses, battle and nonbattle.)
- (2) Replacements. (Gains during period in replacement, hospital returnees, others, comments on qualifications.)
- (3) Prisoners of war. (List by unit the number of prisoners of war captured during the period. Comment on any unusual event or condition encountered.)
- (4) Discipline, law and order. (Military discipline, military justice, comments on straggling and problems encountered concerning law and order.)
- (5) Burials and graves registration. (Evacuation, effects, labor.)

- (6) **Morale.** (Brief, concise statement of morale within the unit. Include factors contributing toward good and poor morale conditions. Tabulation of personnel visiting leave centers and receiving decorations.)
 - (7) **Civil affairs-military government.** (Brief, concise statement of civilian situation within the unit area.)
 - (8) **Procedures.** (Discuss any unusual situations or problems encountered in connection with classification, assignment, reclassification and management of personnel as individuals.)
 - (9) **Civilian employees.** (Number and utilization of civilians employed by unit.)
 - (10) **Miscellaneous.** (Personnel matters not covered in any other paragraph.)
- b. Logistics.**
- (1) **Supply.** (Location of supply points; route of ammunition advance; concise statement on status of supply—critical shortages, excess items, special items required.)
 - (2) **Evacuation and hospitalization.** (Location of battalion, aid station, and other evacuation points if established.)
 - (3) **Transportation.** (Vehicle status; condition of roads, traffic circulation, priorities and restrictions in unit area.)
 - (4) **Service.** (Status of maintenance, location of battalion maintenance area or other service if established.)
 - (5) **Miscellaneous.** (Logistical matters not covered in other paragraph.)

4. GENERAL. Comments not covered elsewhere in the report.

Commander

Annexes

Distribution

Authentication

(CLASSIFICATION)

APPENDIX IV

OPERATION ORDER

(CLASSIFICATION)

Issuing headquarters (code name)

Place of issue (omitted with code name)

Date and time (day-time-month-year)

Operation Order ———

Maps: Identification and scale of basic maps and sheets referred to in operation order.

Task Organization: List, when appropriate, the task subdivisions or tactical components which will comprise the command, together with the names and ranks of the commanders.

1. GENERAL SITUATION. Give briefly the general picture so that unit commanders will understand the current situation. Include appropriate information covering—

a. Enemy forces. Composition, disposition, location, movements, and strength; identifications, and capabilities. Refer to intelligence annex or report when issued.

b. Friendly forces. Pertinent information of own forces other than those listed in the task organization which may have a bearing on the decisions of unit commander; including missions and locations of next higher and adjacent units and covering forces; support or cooperation to be provided by other forces.

2. MISSION. a. Mission. A statement of the task which is to be accomplished by the regiment and its purpose.

b. Details of coordination applicable to the command as a whole. Formation, boundaries, lines of departure, time of attack, objectives, direction of attack, limiting points, bomb safety line, etc.

3. TASKS FOR SUBORDINATE UNITS. In separate lettered subparagraphs assign specific tasks to each element of the command charged with tactical duties which are not matters of routine or covered by standing operating procedure. List in sequence, first the main elements of the operation, then minor elements. Refer to annexes when pertinent.

x. Tactical instructions common to two or more units, or to the entire command (except signal instructions), which are necessary for coordination or the general conduct of the operation, and which would be cumbersome in the other subparagraphs of paragraph 3. Essential elements of information.

4. ADMINISTRATIVE AND LOGISTICAL MATTERS. Instructions of immediate importance to tactical units concerning personnel, supply, evacuation, and traffic details required for the operation. May refer to administrative order.

5. COMMAND AND SIGNAL MATTERS. a. Orders for employment of communication means. May refer to a standard plan or annex. If a signal annex is not issued, this paragraph may refer to such details as the index to signal operations instructions in effect,

restrictions on use of communication facilities, special pyrotechnic signals, and zone time to be used.

b. Command posts. Location of regimental and lower unit command posts.

c. Axes of signal communications. Indicating successive command posts.

Commander

Annexes (listed)

Distribution

Authentication (by the S-3)

(CLASSIFICATION)

APPENDIX V

MARCH ORDER—INFANTRY REGIMENT

CHECK LIST

Note. An infantry regiment may issue a complete operation order for a movement with a march table issued as an annex (see app. IV). Usually the march table is issued in written form and the operation order is given orally. The check list below may be used as a guide in preparing a written or an oral operation order for a march.

1.
 - a. Information of the enemy.
 - b. Information of friendly forces.
2.
 - a. Method of movement (marching, shuttling, or motor).
 - b. Formation.
 - c. March objectives, phase lines, or destination.
 - d. Time movement begins.
 - e. Initial points.
 - f. Routes.
 - g. Rates of march.
 - h. Closing times.
 - i. Reference to the march table if issued.
3.
 - a. Missions of the intelligence and reconnaissance platoon.
 - b. Advance guard instructions.
 - c. In a separate lettered paragraph for each unit, give the specific instructions for the march, if these instructions are not issued in a march table or in vehicle assignment tables. These instructions include

the order of march, the assignment of motor transportation, entrucking areas, and the time to cross the initial point.

d. Instructions to flank and rear guards.

e. Any other instructions not covered in the standing operating procedure to include special instructions for the reconnaissance party and the quartering party.

x. Special antiaircraft and antimechanized instructions—

Control measures for the movement.

Secrecy measures.

Units furnishing trucks with place and time of reporting and time of release.

4. a. Plans for refueling during the march.

b. Disposition of trains.

c. Feeding arrangements.

d. Medical support.

5. a. Plan of communication.

b. Restrictions on the use of radios, if any.

c. Location of the command post during and after the march.

EXAMPLE—MARCH TABLE—INFANTRY REGIMENT
(CLASSIFICATION) 1st Inf
FORT BENNING, GEORGIA
271000 Apr 19__

ANNEX 1 MARCH TABLE, OPERATION ORDER__¹
MAP: Strip Map attached.²

Serial No.	Orgn & Comd	March		Critical Points	Control of Movement		
		Rate	TL (Min)		Reach	Clear	Remarks
1	1st Bn Lt Col A	25	20	IP RJ 416 RJ 417 SILVER RP	280800 Apr 0829 0908 0956 1008	280820 Apr 0849 0928 *1021 1028	1. Route will be posted.

See footnotes at end of table.

EXAMPLE—MARCH TABLE—INFANTRY REGIMENT—Continued

Serial No.	Orgn & Comd	March		Critical Points	Control of Movement		
		Rate	T.L. (Min)		Reach	Clear	Remarks
2	2d Bn Lt Col B	25	20	IP RJ 416 RJ 417 SILVER RP	0830	0850	2. No SOP halts enroute for wheeled vehicles.
					0859	0919	
					0938	0958	
					1026	*1051	
					1038	1058	
3	Regtl Hq & Hq Co Mort Co Lt Col Ex O	25	21	IP RJ 416 RJ 417 SILVER RP	0900	0921	
					0929	0950	
					1008	1029	
					1056	*1122	
					1108	1129	
4	3d Bn Lt Col C	25	20	IP RJ 416 RJ 417 SILVER RP	0931	0951	
					1000	1020	
					1039	1059	
					1127	*1152	
					1139	1159	

5	Med Co (—) Sv Co (—) Maj S-4	25	8	IP RJ 416 RJ 417 SILVER RP	1001 1030 1109 1157 1209	1009 1038 1117 *1210 1218	
6	Tk Co Capt D	15	13	IP RJ 416 RJ 417 SILVER RP	1019 1107 1211 1346 1406	1032 1120 1239 *1406 1419	15 min rest halt.

¹ Formation: Open column, 100 yards per vehicle.

Time intervals: 10 minutes between serials.

3 minutes between march units.

IP: RJ 214.

Hot noon meal will be served in new bivouac area after arrival.

² See figure 13.

*Additional time allowed to clear SILVER.

COTTON
Col, Inf

Distribution (same as operation order):-

OFFICIAL:

/s/ Western

S-3

(CLASSIFICATION)

APPENDIX 1 TO ANNEX 1 TO OPERATION ORDER

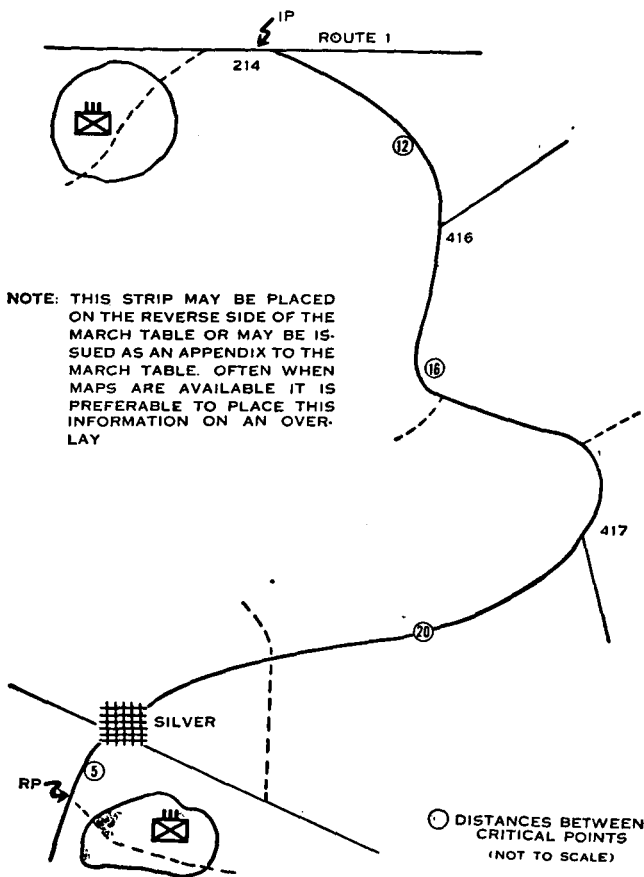


Figure 13. Strip map.

APPENDIX VI

OPERATION ORDER FOR DAYLIGHT ATTACK

(CLASSIFICATION)

Issuing headquarters

Place of issue

Date and time

Operation Order ———

Maps: Identification and scale of basic maps and sheets referred to in the operation order.

1. GENERAL SITUATION. a. Enemy forces.

b. Friendly forces.

- (1) Situation and mission of next higher and adjacent units.
- (2) Supporting units: artillery, rocket, engineer, air, and other units bearing on the mission.
- (3) Covering forces and other security elements in the area.

2. MISSION. a. A statement of the task which is to be accomplished by the regiment.

b. Details of coordination applicable to the regiment as a whole.

- (1) Objective.
- (2) Formation.
- (3) Line of departure.
- (4) Direction of attack.
- (5) Boundaries.
- (6) Time of attack, etc.

3. TASKS FOR UNITS. **a.** Use a subparagraph for instructions to each assault battalion.

- (1) Attachments.
- (2) Objectives.
- (3) Zone of action.
- (4) Security and other special missions.

b. Use a subparagraph for instructions to the mortar company.

- (1) Plan of supporting fires.
- (2) Position areas.
- (3) Targets.
- (4) Conditions for opening fire.
- (5) Priorities of fire.
- (6) Displacement.

c. Use a subparagraph for instructions to the tank company.

- (1) Missions.
- (2) Attachments, to include time effective.

d. Use a subparagraph for instructions to other organic or attached units.

e. Use the last subparagraph before **x** for instructions to the reserve.

- (1) Attachments.
- (2) Location.
- (3) Contemplated employment.
- (4) Security or other special missions.

x. In subparagraph **x** give instructions common to two or more units.

- (1) Alterations or additions to the SOP.
- (2) General security measures.
- (3) Provisions for secrecy.
- (4) Essential elements of information.
- (5) Plan for coordinating fires.

4. ADMINISTRATIVE AND LOGISTICAL MATTERS. a.

Ammunition supply.

- (1) Location of the regimental ammunition supply point.
- (2) Route of ammunition advance.
- (3) Special instructions for ammunition supply.

b. Instruction for feeding to include disposition of kitchen vehicles and rations to be carried by individuals.

c. Disposition of weapon carriers and ammunition train vehicles.

d. Instructions concerning tools, wire, antitank mines, and other special equipment, when the captured position is to be organized for defense.

e. Location of the regimental collecting station.

f. Traffic restrictions.

g. Location of the regimental field train bivouac and the company transportation, when under regimental control.

5. COMMAND AND SIGNAL MATTERS. a. Orders for the employment of communication.

- (1) SOI in effect.
- (2) Restrictions on the use of radios, if any.
- (3) Special pyrotechnic signals.
- (4) Any other special instructions concerning communication, particularly for control of battlefield illumination, when used.

b. Command post. Location of the regimental and lower unit command posts.

c. Axes of signal communication. Indicating successive command posts.

Commander

Annexes (listed)

Distribution

Authentication

(CLASSIFICATION)

APPENDIX VII

OPERATION ORDER FOR NIGHT ATTACK

(CLASSIFICATION)

Issuing headquarters

Place of issue

Date and time

Operation Order ———.

Maps: Identification and scale of basic maps and sheets referred to in the operation order.

1. GENERAL SITUATION. a. Enemy forces.

b. Friendly forces.

- (1) Situation and mission of the next higher and adjacent units.
- (2) Supporting units: artillery, rocket, engineer (combat), searchlight, air, and other units bearing on the mission.
- (3) Covering forces and security elements in the area.

2. MISSION. a. A statement of the task to be accomplished by the regiment including its subsequent actions.

b. Details of coordination applicable to the regiment as a whole.

- (1) Objectives.
- (2) Formation.
- (3) Line of departure.
- (4) Direction of attack.
- (5) Boundaries.

- (6) Time of attack, etc.
- (7) Means of coordinating the assault, when applicable.
- (8) Limit of advance, when applicable.

3. TASKS FOR UNITS. a. Use separate lettered subparagraphs for assigning specific tasks to each assault battalion, including—

- (1) Attachments.
- (2) Objectives.
- (3) Zone of action.
- (4) Mission after capture of objective.
- (5) Organization of objective, when mission is to defend.
- (6) Security and other special missions.

b. Use a subparagraph for instructions to the mortar company, including—

- (1) Plan of supporting fires preceding, during, and after the attack.
- (2) Position areas.
- (3) Targets.
- (4) Time or conditions for opening and shifting fires.
- (5) Priorities or fire.
- (6) Displacement, when applicable.

c. Use a subparagraph for instructions to the tank company, including—

- (1) Missions.
 - (a) Initial position area.
 - (b) Time of movement.
 - (c) Method of advance.
- (2) Attachments to include the time effective.

d. Use a subparagraph for instructions to organic or attached units.

e. Use the last subparagraph before **x** for instruction to the reserve including—

(1) Attachments.

(2) Initial location and contemplated missions before capture of the objective.

(3) Movement, location, and contemplated missions after capture of the objective.

(4) Security or other special missions.

x. In subparagraph **x** give instructions common to two or more units including—

(1) Alterations or additions to the SOP.

(2) General security measures.

(3) Provisions for secrecy.

(4) Essential elements of information.

(5) Special means of identification or recognition.

(6) Special provisions and coordinations for battlefield illumination, if applicable.

(7) Plan for coordinating fires.

4. ADMINISTRATIVE AND LOGISTICAL MATTERS. a.

Ammunition supply.

(1) Location of the regimental ammunition supply point.

(2) Route of ammunition advance.

(3) Special instructions for ammunition supply.

b. Instruction for feeding to include disposition of kitchen vehicles and rations to be carried by individuals.

c. Disposition of weapon carriers and ammunition train vehicles.

d. Instructions concerning tools, wire, antitank mines, and other special equipment, when the captured position is to be organized for defense.

e. Location of the regimental collecting station.

f. Traffic restrictions.

g. Location of the regimental field train bivouac and the company transportation, when under regimental control.

5. COMMAND AND SIGNAL MATTERS. a. Orders for the employment of communication.

(1) SOI in effect.

(2) Restrictions on the use of radios, if any.

(3) Special pyrotechnic signals.

(4) Any other special instructions concerning communication, particularly for control of battlefield illumination, when used.

b. Command post. Location of the regimental and lower unit command posts.

c. Axes of signal communication. Indicating successive command posts.

Commander

Annexes (listed)

Distribution

Authentication

(CLASSIFICATION)

APPENDIX VIII

OPERATION ORDER FOR DEFENSE

(CLASSIFICATION)

Issuing headquarters

Place of issue

Date and time

Operation Order ———.

Maps: Identification and scale of basic maps and sheets referred to in the operation order.

1. GENERAL SITUATION. a. Enemy forces.

b. Friendly forces.

- (1) Situation and mission of the next higher and adjacent units.
- (2) Supporting units: artillery, rocket, engineer, air, and other units bearing on mission:
- (3) Covering forces and other security elements in the area.

2. MISSION. a. A statement of the task to be accomplished by the regiment, and any preliminary operation, such as the movement of units, assembly, limited objective attack, or withdrawal, if appropriate.

b. Details of coordination applicable to the regiment include—

- (1) Formation.
- (2) Boundaries.
- (3) General trace of main line of resistance.

- (4) General trace of combat outpost line of resistance, if established.
- (5) Limiting points.

3. TASKS FOR UNITS. a. When applicable use the first subparagraph for instructions to the covering force to include—

- (1) Attachments.
- (2) Location.
- (3) Mission and employment.
- (4) Instructions for withdrawal.
- (5) Location and employment after withdrawal.

b. Use a subparagraph for instructions to each front-line battalion.

- (1) Attachments.
- (2) Allocation of barrages.
- (3) Sector to be defended.
- (4) Security measures and other special missions, to include establishment of combat outpost, if applicable.

c. Use a subparagraph for instructions to the mortar company.

- (1) Position areas.
- (2) Methods of fire control, including conditions for opening fire.
- (3) Concentrations and allocation of barrages.
- (4) Priorities of fire.
- (5) Attachment to other units and time effective, if appropriate.

d. Use a subparagraph for instructions to the tank company.

- (1) Missions.

(2) Attachments, to include time effective.

e. Use a subparagraph for instructions to other organic or attached units.

f. Use the last subparagraph before **x** for instructions to the reserve to include—

(1) Attachments.

(2) Location.

(3) Missions.

(4) Establishment of a combat outpost if applicable.

(5) Counterattack plans to be prepared including the priority of preparation.

(6) Employment for organization of the ground in front-line battalion sectors, if necessary.

x. In subparagraph **x** give instructions common to two or more units to include—

(1) Alterations or additions to the SOP.

(2) General security measures to include anti-aircraft and antitank defense instructions.

(3) Provisions for secrecy and deception, including dummy works to be prepared.

(4) Essential elements of information.

(5) Construction of obstacles to include the locating and recording of antitank mine fields.

(6) Coordination of counterattack plans.

(7) Organization of the ground and priority of work.

(8) Strength of initial garrisons.

(9) Time for units to be in position or for defense preparations to be complete.

4. ADMINISTRATIVE AND LOGISTICAL MATTERS.

Instructions concerning medical support, transportation, feeding, and ammunition, including the location of the supply point and amounts to be placed initially on position, and alterations or additions to the SOP.

5. COMMAND AND SIGNAL MATTERS. a. Means of communication employment.

- (1) SOI in effect.
- (2) Restrictions on the use of radio, if any.
- (3) Pyrotechnic signals.
- (4) Any special instructions concerning communication not covered in the SOP.

b. Command posts.

- (1) Initial location and time of opening.
- (2) Alternate locations.
- (3) Location of regimental commander.

c. Axes of signal communication.

Commander

Annexes (listed)

Distribution

Authentication

(CLASSIFICATION)

APPENDIX IX

OPERATION ORDER FOR RETROGRADE MOVEMENTS

Note. The heading, classification, order number, map references, and the information contained in paragraphs 1, 4, and 5 are the same as those prescribed for any operation order.

Order for a Withdrawal from Action

2. MISSION. Include actions before the withdrawal; scheme of maneuver; hour of withdrawal; priority of withdrawal; location of rear position or area to which withdrawal is to be made; regimental zone or routes of withdrawal; composition, location, and general conduct of covering forces; subsequent actions.

3. TASKS FOR UNITS. Indicate in an appropriate subparagraph specific orders to organic and attached units.

a. Covering force. Include commander; composition; mission during withdrawal to include retirement if applicable; position and time of occupation; sector of responsibility; time of initiating its withdrawal; route or zone of withdrawal; and subsequent action. This force usually consists of all or part of the reserve.

b. Reconnaissance (not included in **a** above). Include locations; specific missions with priority; liaison; routes or zones of action and withdrawal; demolitions; time of withdrawal; and subsequent actions.

c. Rear guard. Include instructions for assembly; composition; distance from main body; initial positions; and lines beyond which enemy is to be held for specific periods.

d. Flank guards. Include instructions for assembly; compositions; reconnaissance; routes; special missions; time limitations; and special instructions.

e. Infantry units (separate subparagraph for each). Include attachments as applicable; method and time of breaking contact; special missions, if any; zones of action or routes; positions or assembly areas to be occupied; initial points or areas of assembly; formation of columns; control measures; and subsequent actions.

f. Artillery. Include locality for massing fires; priority of fires; support missions; priorities and time of withdrawal; routes; place in column; measures for secrecy and deception; special missions; restrictions on fires; subsequent position areas to include missions; and subsequent actions.

g. Antiaircraft artillery. Include areas, troops, routes, or installations to be protected in order of priority; routes of withdrawal; assembly areas or positions to the rear; road priorities and times of displacement; assignment of fire against ground targets as the primary mission, to include time in effect, time terminated, and special instructions to coordinate with other units; and subsequent missions or actions.

h. Armored units. Include missions in forward and rear areas to include the movement, assembly areas, routes, road priorities as applicable, locations, and subsequent actions.

i. Chemical troops. Include missions; firing instructions; location of areas to be contaminated, to include time and duration; smoke screens, to include time, signals for delivery, and duration; time, route, and control measures for movement; and subsequent positions and actions.

j. Engineers. Include demolitions and obstructions on routes open to the enemy and for flank and rear security; time of execution or control measures affecting demolitions; reconnaissance; laying out rearward positions; time and location of assembly for combat use and for rearward movement; and subsequent actions.

k. Reserves (when not covered in **a** above). Include composition, missions, location, movements, and subsequent actions.

x. Instructions common to two or more units or elements of the command which are not covered elsewhere and which are necessary for the coordination and control of the operation. Include special anti-aircraft and antitank instructions; composition, strength, and disposition of the covering force; coordination of security measures for the new defensive position or rearward movement; demolitions and obstructions; liaison; special measures to preserve secrecy; road priorities; special reports as to the location of units and the situation; the time movements are to be completed; and essential elements of information.

Order for a Delaying Action

2. MISSION. Include type of delaying action (single position or successive positions); line beyond which the enemy is to be held or area from which to be excluded with a time limitation; scheme of maneuver; time of occupation of the initial position; direction of the withdrawal; location of the initial and subsequent positions; time of the withdrawal if foreseen.

3. TASKS FOR UNITS. Indicate by appropriate subparagraph for each organic and attached unit positions to be occupied; assistance to adjacent units and conduct of delay in amplification of paragraph 2 to include the delay to be accomplished or intermediate positions to be occupied; time of withdrawal if foreseen; zone of action and routes.

a. Outpost. Indicate composition; locations; missions; routes; measures to coordinate the withdrawal; security measures.

b. Reconnaissance. Indicate missions; liaison; routes; and demolitions.

c. Infantry units. Include separate subparagraphs for each unit to include special instructions for that unit as indicated above as well as attachments, if any, and the unit mission.

d. Artillery. Indicate locality for massing fires; priority of fires; position areas; special fire measures for secrecy and deception; retrograde movement, to include routes, times, priorities, and rear positions; allocation of observation facilities; missions and areas for subsequent actions; coordinations to be effected.

e. Antiaircraft artillery. Include areas, installations, or troops to be protected and the order of priority; movements and road priorities; assignment of fire against ground targets as primary mission, if applicable, including time in effect and time terminated; instructions for coordination of effort with other units.

f. Armored units. Indicate missions; routes; assembly areas; positions.

g. Chemical troops. Include missions; location, time, and duration of contaminations to be effected; coordination of fires with infantry and artillery units; coordination of smoke missions.

h. Engineers. Include missions; assistance in rearward movement of other troops; demolitions to front, flanks, and between successive positions as well as other obstacles; laying out rearward position; reconnaissance; special tactical missions.

i. Reserve. Composition; location; times of availability; prepared plans to be executed; special missions; state of readiness.

x. Instructions common to two or more units or element of the command not covered elsewhere and which are for the coordination and control of the operation.

Include special antiaircraft and antitank instructions; coordination between units; demolitions and obstacles; instructions relative to security and secrecy measures; liaison; road priorities; reconnaissance of rear positions and areas; time units are to be in position or when preparations are to be complete; use of and restrictions on use of chemicals; essential elements of information.

Note. Orders for a retrograde movement are as complete and detailed as time permits. The use of fragmentary orders is the rule rather than the exception and much information included in the written order is disseminated by overlay.

In the preparation of paragraph 3 of a written order, subparagraphs are included for organic and attached units only as applicable. Due to the nature of the operation, units which ordinarily support the regiment are attached.

APPENDIX X

REFERENCES

1. MILITARY TERMS.

TM 20-205, Dictionary of United States Army Terms.

Dictionary of United States Military Terms for Joint Usage.

2. LIST OF TRAINING PUBLICATIONS.

SR 310-20 series.

3. TRAINING FILMS, FILM STRIPS, AND FILM BULLETINS.

SR 110-1-1, Motion Picture and Photographic Services; Index of Army Motion Pictures and Film Strips.

4. TRAINING AIDS.

FM 21-8, Military Training Aids.

5. REFERENCES OF INTEREST IN CHAPTER I.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 7-10	Organization and tactics, rifle company.
FM 7-15	Organization and tactics, heavy weapons company.
FM 7-20	Organization and tactics, infantry and airborne battalion.
FM 7-24	Communications in the infantry division.
FM 7-25	Organization and operation, regimental headquarters company.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 7-30	Supply and evacuation of the infantry regiment service company and medical detachment.
FM 7-35	Antitank company infantry regiment and antitank platoon, infantry battalion.
FM 7-37	Cannon company, infantry regiment.
FM-20-100	Underground forces, light aviation.
FM 31-35	Air ground operations.
FM 100-5	Operations.
FM 100-10	Administration.
FM 101-5	Staff and combat orders.
FM 101-10	Organization tactical and logistical data.

6. REFERENCES OF INTEREST IN CHAPTER 2.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 100-5	Troop leading and operations.
FM 100-10	Administration.
FM 101-5	Staff functioning and operation orders.
FM 101-10	Tactical and logistical data.

7. REFERENCES OF INTEREST IN CHAPTER 3.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 6-101	Artillery liaison officer.
FM 7-25	Organization and operation, regimental headquarters company.
FM 7-30	Duties of service company commander.
FM's 7-30 and 8-10	Operation of the medical company.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 7-35	Employment of regimental tank company.
FM 7-37	Employment of heavy mortar company.
FM 8-55	Medical reference data.
FM 21-10	Military sanitation.
FM 21-11	First aid.
FM 21-40	Defense against chemical attack.
FM 30-5	Combat intelligence.
FM 100-5	Doctrines of combat intelligence.
FM 101-5	Staff and combat orders.
TM 16-205	Duties of the regimental chaplain.
TM 28-210	Duties and details of organization of the information and education group.
AR 40-1025	Records of sick and wounded.
AR 60-5	Duties of the regimental chaplain.
AR 345-5	Military personnel officer.
AR 380-5	Classification of operation orders.
SR 345-105-1	The narrative report.

8. REFERENCES OF INTEREST IN CHAPTER 4.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 7-20	Battalion quartering party.
FM 7-30	Operation of regimental trains.
FM 21-10	March hygiene.
FM 25-10	Characteristics of motor formation.
FM 25-10	Technique of motor movements.
FM 70-15	Air movements.
FM 100-5	Troop movements.
FM 100-10	Organization and operation, control of military railway service.
FM 101-5	Forms of march orders.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 101-10	Technical and logistical data.
TM 10-205	Messing arrangement and feeding arrangement during rail movements.
AR's 55-145 and 55-155	Responsibilities of personnel and reference data concerning rail movements.
WD Pam 20-7	Duties of train commander and staff.

9. REFERENCES OF INTEREST IN CHAPTER 5.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 5-6	Tactical employment of engineer units.
FM 7-10	Actions of advanced guard group.
FM 7-20	Actions of infantry battalion in covered movement.
FM 7-20	Actions of advanced guard battalion.
FM 7-25	Principles of reconnaissance and actions of the intelligence and reconnaissance section.
FM 7-30	Operations of regimental trains.
FM 20-100	Division aircraft section.
FM 21-10	March hygiene.
FM 25-10	Details of motor movements.
FM 100-5	Doctrine of troop movement.
FM 101-5	March order formations.
FM 101-10	Technical and logistical data.

10. REFERENCES OF INTEREST IN CHAPTER 6.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 3-5	Use of smoke.
FM 5-6	Organization and tactical employment of engineer units.
FM 5-10	Employment of stream crossing equipment.
FM 7-10	Tactics of rifle company.
FM 7-10	Role of the battalion and company in raids.
FM 7-15	Tactics of the heavy weapons company.
FM 7-20	Tactics of the infantry and airborne battalion.
FM 7-24	Communication in the infantry regiment.
FM 7-25	Employment of the regimental headquarters company.
FM 7-30	Employment of medical and service company.
FM 7-35	Tactics of the regimental tank company.
FM 7-37	Employment of heavy mortar company.
FM 17-33	Employment of tank battalions.
FM 31-25	Attack in desert.
FM 31-35	Request for coordination of air strikes.
FM 31-35	Requesting actions of air strike and tactical air control party.
FM 31-50	Attack of towns and attack of fortified positions.
FM 60-5	Amphibious operations.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 70-10	Attack in mountains.
FM 70-15	Attack in areas of deep snow and extreme cold.
FM 71-30	Airborne operations.
FM 72-20	Jungle warfare.
FM 100-5	Doctrine of offensive combat.
TM 5-271	Technical details of river crossing equipment.

11. REFERENCES OF INTEREST IN CHAPTER 7.

<i>Source</i>	<i>Applicable Subject Material</i>
FM 5-20	Camouflage.
FM 6-20	Tactical employment of artillery.
FM 7-10	Tactics of the rifle company.
FM 7-15	Tactics of the heavy weapons company.
FM 7-20	Tactics of the infantry and airborne battalions.
FM 7-24	Communication in the infantry division.
FM 7-25	Employment of regimental headquarters company.
FM 7-30	Employment of medical and service company.
FM 7-35	Tactics of the regimental tank company.
FM 7-37	Employment of heavy mortar company.
FM 31-25	Desert operations.
FM 31-50	Defense in towns.
FM 70-10	Mountain operations.
FM 70-15	Operations in deep snow and extreme cold.

*Source**Applicable Subject Material*

FM 70-20	Perimeter defense.
FM 72-20	Operations in jungle.
FM 100-5	Doctrine of defensive combat.
FM 101-5	Doctrine of staff functioning and operation orders.

12. REFERENCES OF INTEREST IN CHAPTER 8.*Source**Applicable Subject Material*

FM 7-20	Local covering forces.
FM 8-10	Casualty evacuation.
FM 100-5	Authorization for retirement.

13. REFERENCES OF INTEREST IN CHAPTER 9.*Source**Applicable Subject Material*

FM 7-30	Supply and evacuation of the infantry regiment.
FM 31-40	Supply of ground units by air.
FM 71-30	Airborne operations.
FM 100-5	Doctrine of offensive combat.
FM 101-5	Forms for operation orders.
FM 101-10	Technical and logistical data.
TM 71-210	Air transport of troops and equipment.

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